
Recruitment marketing strategies report

Navigating today's fractured state of recruitment

How do Fortune 500 companies rank on recruitment marketing in today's volatile market? And how do your organization's talent acquisition strategies compare?

Symphony Talent's seventh annual Recruitment Marketing Strategies Report answers these questions and others, highlighting the good, the bad, and the opportunities surrounding talent acquisition today.

It should come as no surprise that today's hiring landscape is considerably more complex than in years past, with notable changes in not only candidate expectations, but also economic uncertainty, organizational hiring shifts, budget constraints, new innovations, and more. The pain associated with these changes and uncertainties can be felt across all industries and global regions. But there's reason to be optimistic heading into 2024.

When looking at the job market, unemployment rates in the U.S. remain low at 3.6% in June 2023, with many sectors noting continued job growth including healthcare, social assistance, and construction. [McKinsey and Company](#) also shared that "executives around the world are more positive than negative about the state of the economy for the first time in more than a year," showing a positive shift already in the making.

Along with these positive indicators, [recent reports](#) have shown a decrease in overall job postings by 17% and HR job postings by 45% as of mid-year 2023, and Glassdoor reports that 76% of hiring manager "admit that attracting the right candidates is their biggest challenge."

These data points could point to a more cautious hiring strategy among talent teams as they monitor economic changes and hold tight to budgetary and resource allotments. It could also indicate a higher level of competition for right-fit talent, creating a challenge for talent professionals.

In times of uncertainty or turbulence, it's natural for organizations to "batten down the hatches" and wait out the storm. Amid the storm, many talent teams are refocusing their efforts on exploring innovative technology to improve efficiency and effectiveness, as well as refreshing their brand messages and recruitment marketing approaches to appeal to more right-fit talent when the storm passes...and it will.

“

Kermit Randa, CEO at Symphony Talent

We are evolving as an industry, as individuals, and as a society. The ways in which we connect and engage with today's candidates requires a new approach, and the ways in which talent professionals navigate the talent funnel must evolve as well to allow teams to gain the results they care about most, at scale. The key to driving these results is innovative technology, an authentic employer brand and value proposition, and powerful data insights that activate and optimize each stage of the talent funnel, from reach to retention.

76% of hiring managers identify attracting the right candidates as their biggest challenge

Re-imagine the talent funnel: From candidate to co-worker

At Symphony Talent, we activate the entire talent funnel, embracing the rich data at every stage to more accurately match talent with organizations in a sophisticated, data-driven way.

The talent funnel mindset enables talent teams to tailor messaging and adjust engagement based on where candidates are in their talent journey.

This “funnel vision” has remained tried and true in talent acquisition for decades, moving candidates and talent teams through stages from Awareness to Connection to Qualification and, ultimately, to Retention.

This survey focused on the top aspects of the funnel – Awareness and Connection. Questions honed in on strategies within those funnel areas can make all the difference in attracting the right candidates, engaging them, and preparing them to enter the qualification stage, eager to join your team.



Symphony Talent is the only recruitment marketing partner to combine innovative, purpose-built technology and robust data analytics with award-winning creative and brand services and strategic advisory across the full talent lifecycle.

Don't settle for “good enough” with vendors who only address a slice of the funnel. Partner with the proven leader in full talent funnel optimization.

Recruitment marketing strategies across the talent funnel

This report hones in on Awareness and Connection funnel tactics used by the Fortune 500. With a special focus on the employer value proposition (EVP) and recruitment marketing best practices, readers will gain a better understanding of recruitment marketing best practices, opportunities for improvement, and quick wins to gain momentum.

Ask yourself:

- Are you using the recruitment process to showcase your organizations values and demonstrate the ways in which your teams interact?
- Are you demonstrating commitment to the values you proclaim from the first candidate touchpoint through hire?

To attract and connect with more right-fit talent, it's essential that you weave a consistent and authentic brand story throughout the talent journey. How? That's what we will uncover in the coming pages.

Methodology

Symphony Talent collected publicly available data across over 30 criteria from the career sites, social channels, and talent networks of Fortune 500 companies.

Career sites were evaluated with multiple devices and operating systems. For holding companies without a career site, we did not score any subsidiary companies. We signed up for all talent networks and job alerts and monitored email communication over three months. Once data collection was complete, we assigned numerical values to each criterion and used a data analytics platform to stack rank Fortune 500 companies by total points. We then grouped them into five grade buckets: A, B, C, D, and F.

To be as objective as possible, scoring is based on exhibiting each of the best practices, not on how well the company executes each practice.



Sectors represented

Sectors ranging from aerospace and defense to technology to retail and leisure participated in the survey.

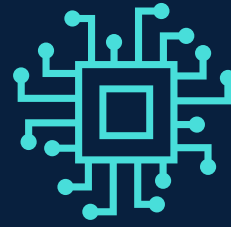
The top five responding sectors were:



Financial (18.6%)



Energy (11%)



Technology (11%)



**Retail, hotels,
restaurants &
leisure** (10.4%)



Healthcare (7%)

Additional sectors

Industrial	5.6%
Wholesalers	5.0%
Food, beverages, & tobacco	4.6%
Materials	4.4%
Business services	3.8%
Transportation	3.4%
Motor vehicles & parts	2.6%
Chemicals	2.2%
Household products	2.2%
Engineering & construction	1.8%
Aerospace & defense	1.6%
Telecommunications	1.6%
Media & entertainment	1.4%
Food & drug stores	1.0%
Apparel	0.8%

Scoring categories and grading

Organizations were scored across 6 categories:

Awareness Criteria	 Employer branding Marketing and strengthening employer brand to prospective and active candidates
	 SEO Optimizing jobs and careers sites for search
Connection Criteria	 Candidate initiatives Providing outreach to unique candidate audiences, from employees to veterans
	 Content Creating valuable, cross-channel messaging and resources
	 Nurturing talent Consistently communicating with talent communities
	 Personalization Customizing content and prospect journeys

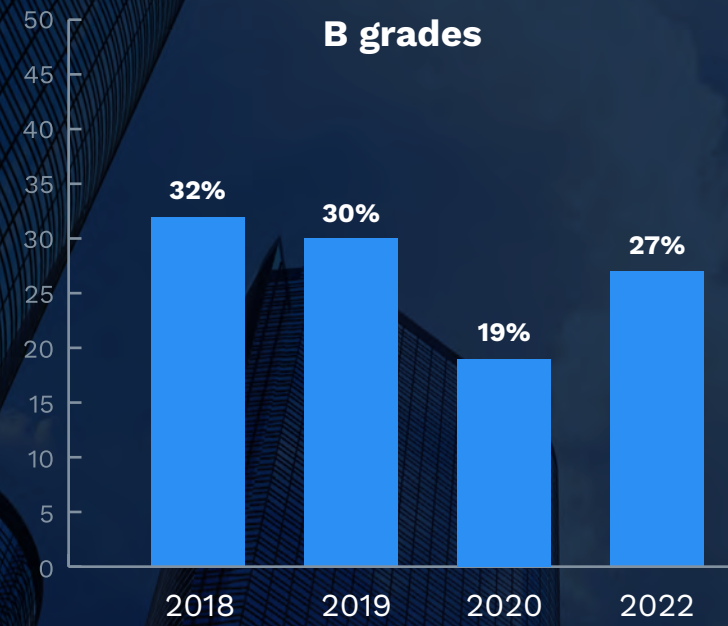
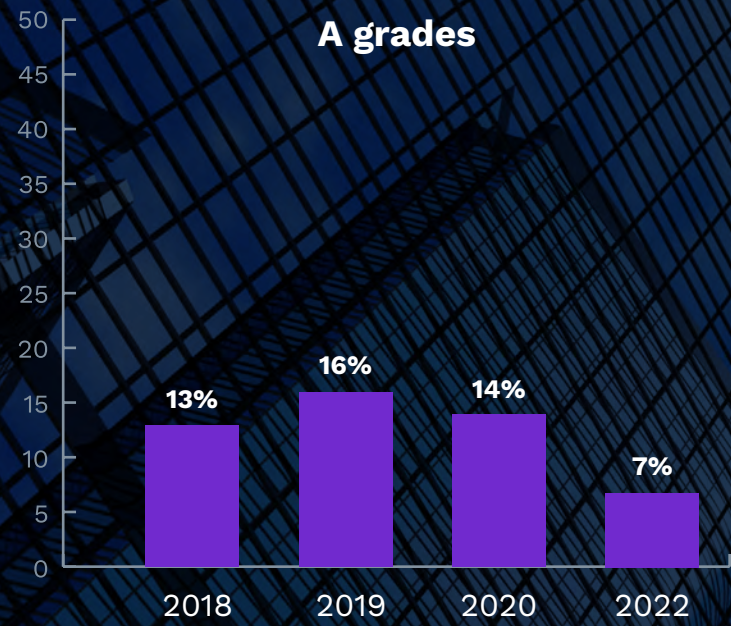
Grading represents the following:

A	Pioneering Adopt emerging tech early and have a clear, forward-thinking strategy for engagement, personalization, and nurture.	D	Initiating Little employer branding or content, no way for talent to opt in outside of apply, and nonexistent nurture.
B	Predicting Good balance of job and employer brand content, diving into proactive communication on career sites and within talent networks.	F	Lagging Disconnected candidate experience or no career site; zero adoption of recruitment marketing strategies.
C	Standardizing Standard career sites and job content with burgeoning employer brands; may be starting a talent network.		

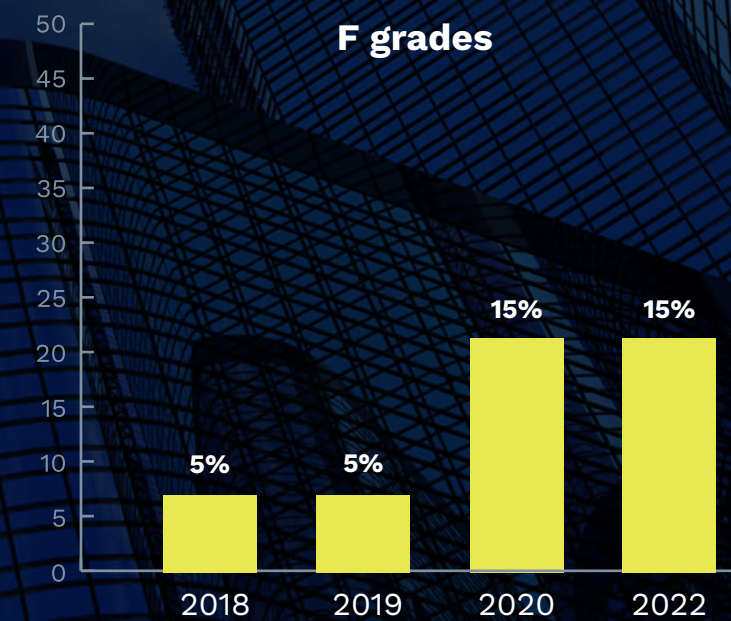
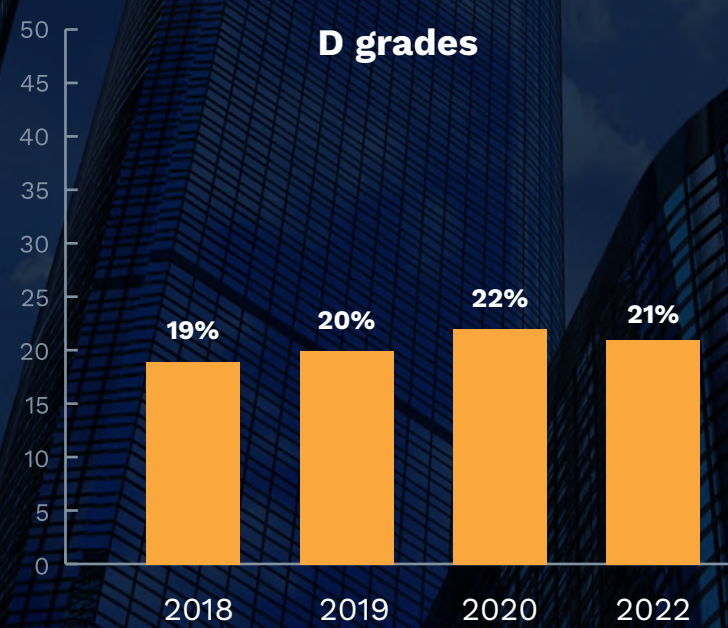
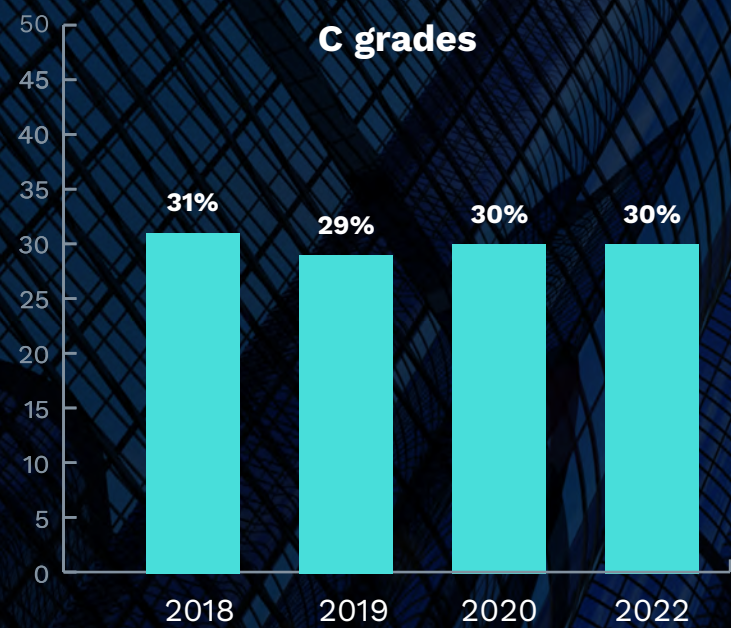
How the Fortune 500 scored for recruitment marketing best practices



Fortune 500 scores over time



3x
increase in F
grades for 2020
and 2022 when
compared to 2018



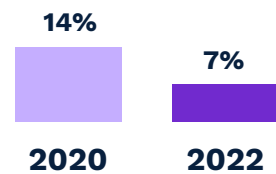
Key takeaways

Between 2020 and 2022, the number of companies scoring A's dropped by half.

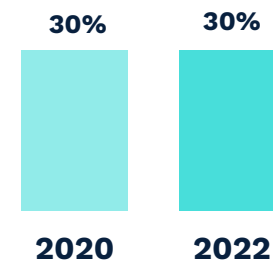
Most of those A's fell to B's. It seems the uncertainty and confusion of COVID may have halted the previously rapid progress in adopting recruitment marketing best practices. Consider it a holding pattern. When you're struggling to fill openings while navigating resignations and juggling remote and hybrid scheduling versus in-office time ... something's left behind.

Number of "F's" rose from single to double digits between 2015 and 2020.

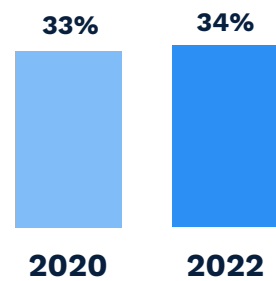
As audience expectations increase, scoring criteria become more rigorous. For example, in 2015, mobile was considered a more advanced option. Today, the mobile experience should be at least as available and user-friendly as any other. Also in 2015, it was an employers' market. There was less competition for qualified applicants, and applicants placed fewer demands on employers. As expectations increase, potential employees expect more and companies must meet those expectations. COVID disruptions may have interrupted momentum, but in COVID's aftermath, the need for companies to meet or exceed applicants' expectations is all the greater.



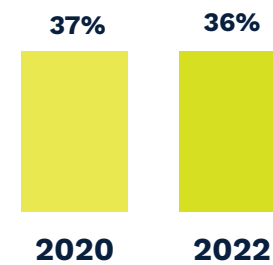
50%
decrease in A grades
 for 2022 compared to 2020



C
consistent scores
 compared with previous years



A+B
fairly consistent
 between the two years showing
 that many lost As became Bs



D+F
little movement
 with many companies still lagging

The ground shifted



Scores by sector

	A/B scorers	C scorers	D/F scorers
Healthcare	54%	17%	29%
Technology	49%	29%	22%
Financial	38%	24%	38%
Retail, hotels, restaurants & leisure	35%	35%	30%
Energy	24%	31%	45%

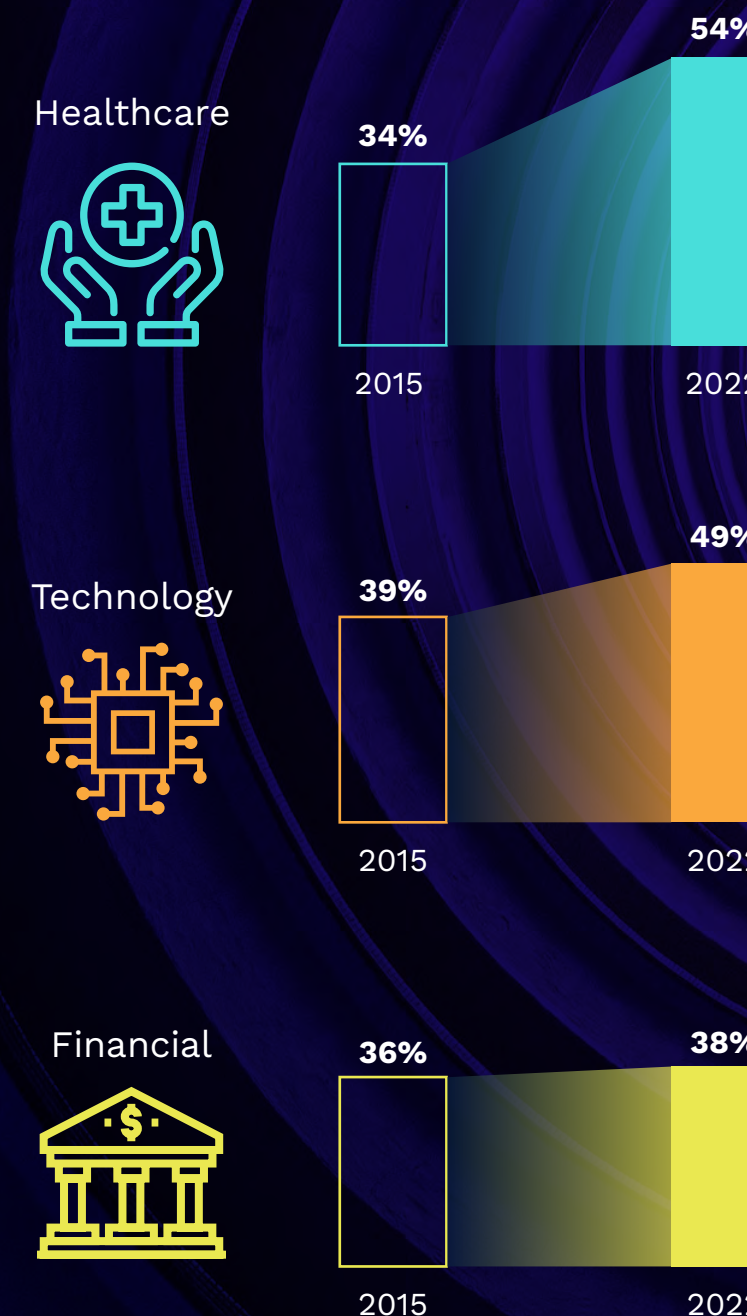
Healthcare has made dramatic progress in implementing recruitment best practices, outpacing every other sector. Even technology's 10% increase in A/B scores pales next to healthcare's 20% leap.

Why? Perhaps they had to. COVID hit the healthcare industry hardest, highlighting and exacerbating long-simmering issues such as working hours, staffing, workloads, flexibility, and the ability to provide the best patient care. Physician and nurse shortages are widespread. Many are still leaving the profession.











In this environment, healthcare facilities must prove to applicants that they deserve consideration and will provide working conditions conducive to employee well-being.

The case of healthcare has been a study in the wild. What techniques does an employment-challenged industry use to maximize attractiveness to qualified candidates?

Scores by sector 2015 vs 2022



10 top-scoring companies

Rank	Company name	Score	Sector	Fortune 500 rank
1	 CVSHealth	A	Healthcare	4
2	 verizon [✓]	A	Telecommunications	23
3	 MERCK	A	Healthcare	71
4	 CDW [®]	A	Technology	166
5	 ThermoFisher SCIENTIFIC	A	Technology	92
6	 AT&T	A	Telecommunications	13
7	 IBM	A	Technology	49
8	 COMCAST	A	Telecommunications	28
9	 gm	A	Motor vehicles & parts	25
10	 AMGEN	A	Healthcare	140



Employer branding

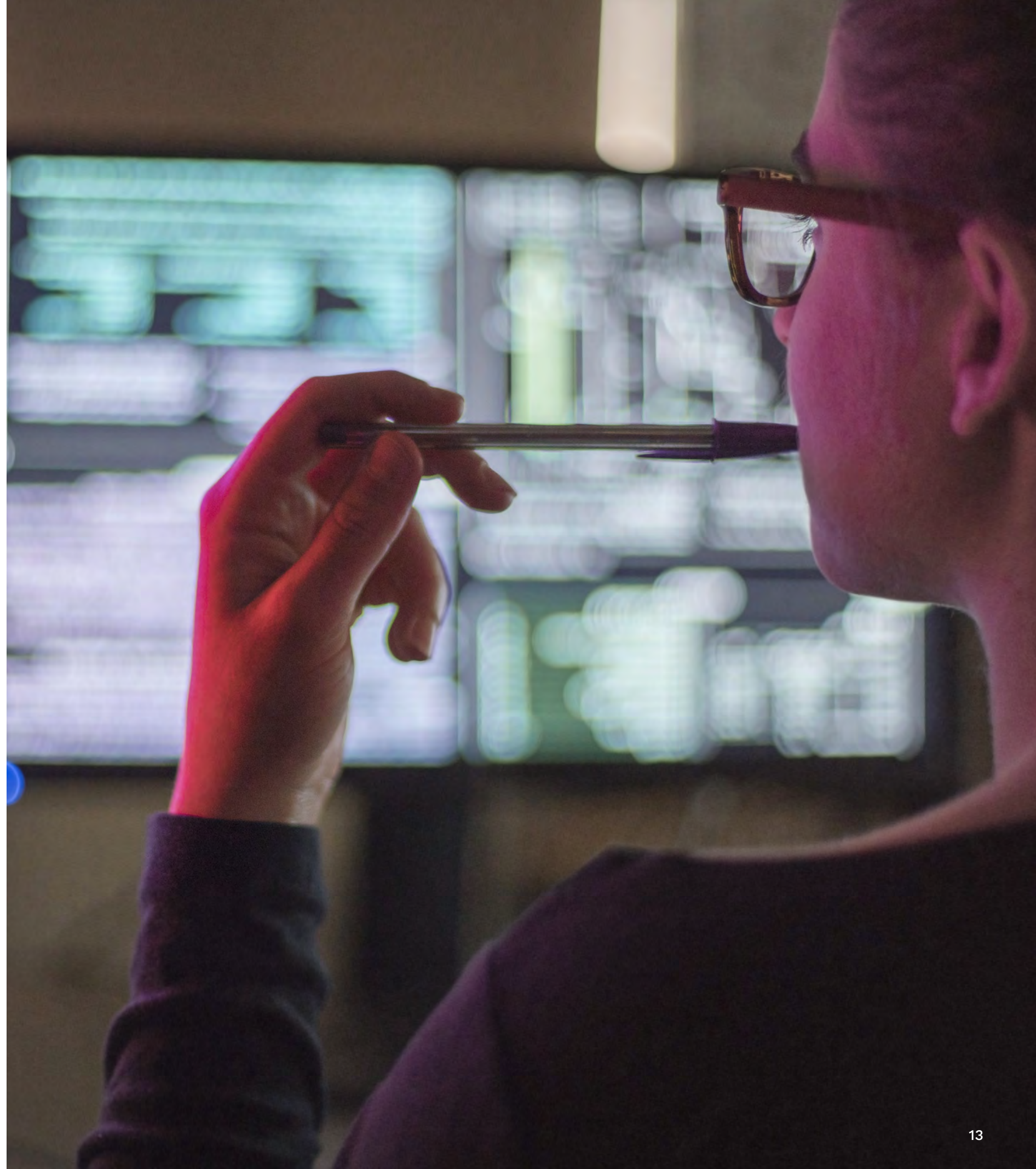
Building candidate awareness is the first stage of the funnel. The goal? Entice candidates to learn more about your company and the jobs available for which they're a fit.

Typical tactics to target and attract the right talent:

- Employer branding
- Advertising
- Employee value proposition

Technology focused on driving candidate awareness can help optimize advertising spend, maximize ROI, and automatically adjust recruitment campaigns based on performance and spend.

Employer branding efforts are critical in molding the perception of your organization, keeping it visible to job seekers, and establishing it as a great place to work.







The importance of the employee value proposition (EVP)

The funnel describes how we shepherd candidates through the recruitment and hiring process. The employee value proposition (EVP) helps us understand what we communicate throughout that process and why.

While salary and benefits are major factors in recruitment, there's more to attracting the right talent. Harvard Business Review (HBR) identified four interrelated factors that comprise an EVP — a summation of an organization's promise to its employees.

The four factors are:

 <p>Material offerings</p> <p>What do you uniquely have to offer your employees? Some areas to consider may include compensation, physical office space, location, commuting subsidies, computer equipment, flexibility, schedules, and perks.</p>	 <p>Opportunities to develop and grow</p> <p>How will your organization help your employees acquire new skills and become more valuable in the labor market?</p>
 <p>Connection and community</p> <p>How will employees feel connected, engaged, and valued within the organization?</p>	 <p>Meaning and purpose</p> <p>What are your aspirational reasons for existing as an organization? Do they align with employees' desire to improve local and global society?</p>

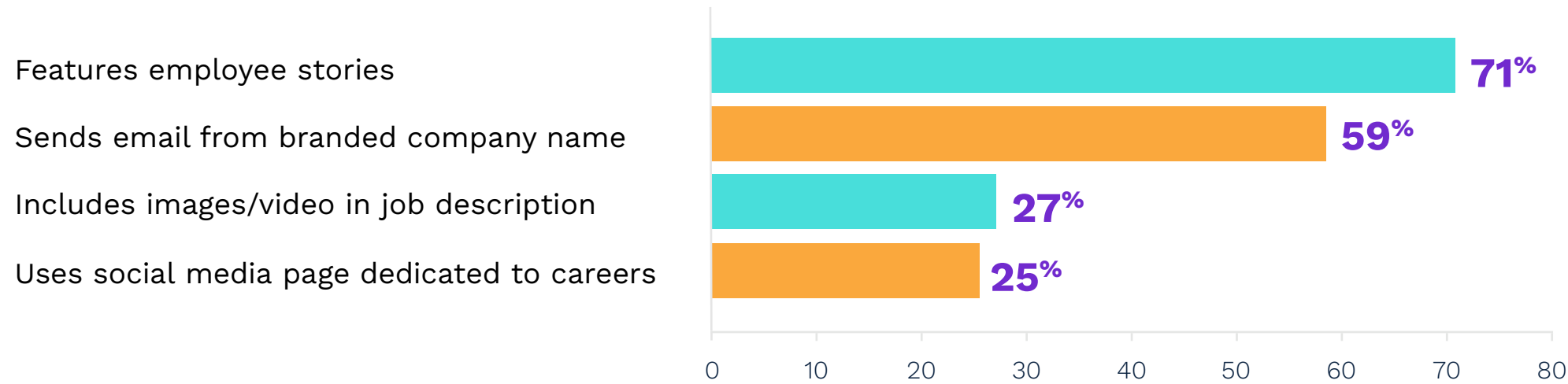


Simon Phillips, Executive Vice President and Studio Managing Director at Symphony Talent

Every touchpoint has an impact on your employer brand, whether good, bad, or indifferent. And, with a well-defined EVP supported by the employer brand, teams can more effectively create and manage experiences from initial candidate interaction to employee retention.

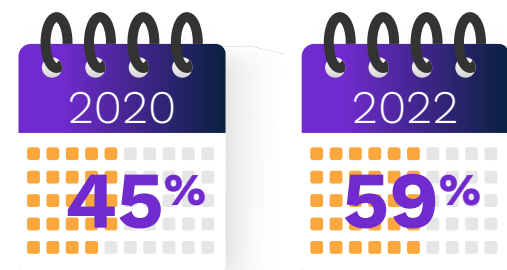
Recognize the value of storytelling

Percentage of companies that leverage the following employer branding strategies



Employer branding trends over time

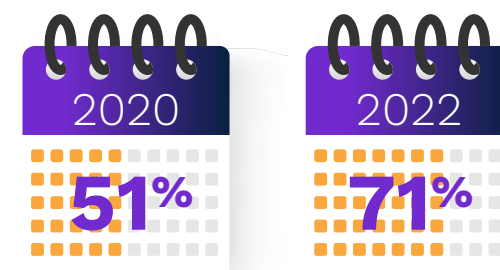
Sending email from branded company name



Including images and video in job description



Featuring employee stories



Employee stories are becoming more common, and that's good. These stories are critical to promoting your value as an employer. While there's been improvement in images and videos in job descriptions, less than 30% use the tactic. Again, it's a heavier lift, requiring additional time and resources. Slower adoption would be expected here.



Resource-intensive activities lag



Adoption of employer branding by grade

- Features employee stories
- Sends email from branded company name
- Includes images/video in job description
- Active social media page dedicated to careers

A/B scorers

94%
84%
53%
48%

C scorers

72%
68%
17%
20%

D/F scorers

50%
28%
5%
12%

Branding by sector



1 Healthcare



2 Retail, hotels, restaurants & leisure



3 Financial



4 Technology



5 Energy

Even among top scorers, we see a significant drop in the adoption of more demanding and resource-intensive tactics. The prediction is for a slower, steady increase in adoption for these more demanding branding capabilities.

















Quick wins

Why doesn't every company send branded emails?

Despite being a best practice, 40% of companies don't send branded emails to candidates. Jumpstart your employer branding efforts by sending branded communications today!

Learning from the best

A-rated top scorers in branding include:

 CVS Health	Healthcare
 MERCK	Healthcare
 CDW	Technology
 aramark	Business services
 ECOLAB	Chemicals
 ups	Transportation
 ADP	Motor vehicles & parts
 Capital One	Financial
 IBM	Technology
 COMCAST	Telecommunications
 gm	Motor vehicles & parts
ROCKET Companies	Financial
 DICK'S SPORTING GOODS	Retail, hotels, restaurants & leisure
 FREEMPORT-McMORAN	Energy
Edward Jones	Financial
 stryker	Healthcare
 Northwestern Mutual	Financial
 Kellogg's	Food, beverages & tobacco

What top-scoring companies do right

1

CVS Health presents multiple employee stories on its career page, highlighting a diverse set of employees and the positive work they do.



Heart At Work – Our People

Every day, CVS Health heroes across the country bring their hearts to every moment of their customers' health. They share a smile, an assuring voice, a helping hand. Read their stories, watch their videos, and celebrate our amazing heroes along with us.

[Learn more >](#)



Colleague Resource Groups

CVS Health has 16 voluntary, colleague-led organizations that encourage personal and professional development, promote diversity, equity, inclusion and belonging. Find your network, participate and gain development opportunities, get involved in your community, and more!

[Learn more >](#)



Partnering to Create a Better Workforce

We create solutions to develop underserved communities overcome barriers to employment. Our Workforce Innovation and Talent Centers incorporate education and skill development into training, making a difference in the communities we serve.

[Learn more >](#)

Lead Strategic Pricing Manager
Dallas, Texas

The Job Details | The Benefits | The Hiring Process

Corporate
Help drive connection across our business.

"We care about our customers & our employees, our business & our communities future."
Julia — Corporate Support - M&P Manager
"We have an opportunity to make an impact at all levels & have fun doing it."

A Look Inside: AT&T Careers
Collaborate with people who share your enthusiasm.

Women leaders discuss career growth
An open dialogue on today's challenges.

Making a Successful Mentorship
See why building connections is vital.

2

T&T's job listings include images and videos in addition to job descriptions, providing a decidedly richer experience.

SEO

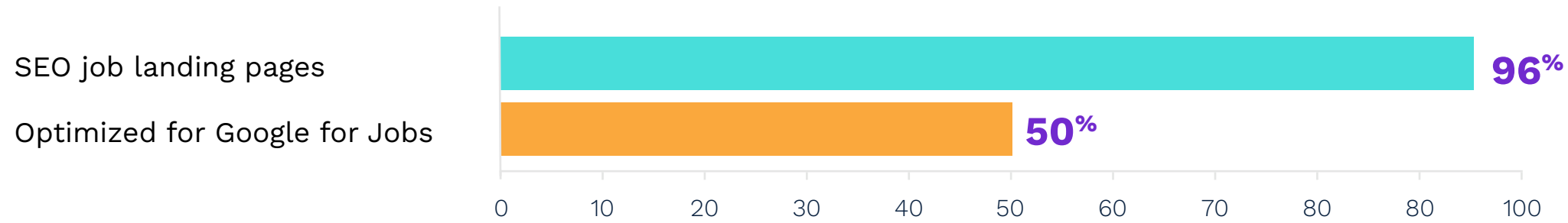
In recruitment marketing, talent teams leverage SEO to optimize jobs and career sites for better candidate search.

The practice of optimizing career landing pages is widely adopted by the Fortune 500 because they know that the difference between the success and failure of any recruiting campaign is the discovery of information.



Everyone's onboard with SEO

Percentage of companies with the career sites optimized for search



Adoption of SEO by grade

SEO job landing pages
Optimized for Google for Jobs

A/B scorers

99%
77%

C scorers

97%
56%

D/F scorers

92%
23%

SEO trends over time

Landing pages that were search engine optimized



Landing pages that were optimized for Google for Jobs



We've seen a predictably significant increase in optimized pages since 2019. However, the increase in pages optimized for Google for Jobs has not kept pace. Perhaps it's seen as less necessary since Google for Jobs scrapes job listings from job sites (e.g., LinkedIn has integrated its job posting content with Google for Jobs). Many employers may expect to passively benefit from it.

SEO by sector



Candidate initiatives

Connecting with and nurturing passive-turned-active candidates is the next stage in the recruitment funnel.

Typical ways to do this include:

- Career sites
- CRM
- Creative services to engage candidates and drive conversions

Candidate initiatives refer to any outreach to unique candidate audiences, from current employees to veterans. These efforts can help lead recent graduates to your talent network, advance diversity efforts, and communicate your commitment to a well-rounded workplace.

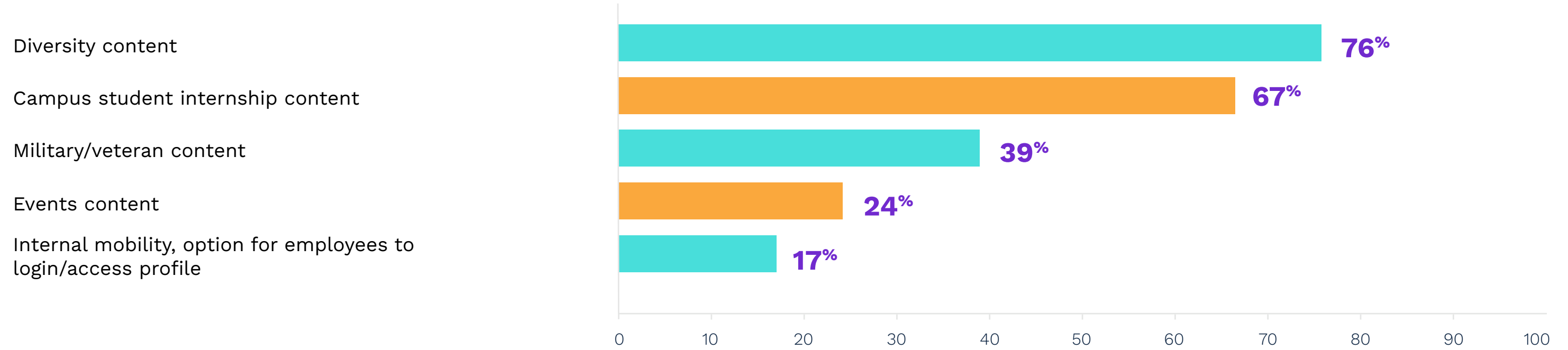


Use data to gain visibility into candidate networks, including engagement metrics and conversions, allowing teams to proactively adjust strategies.



Targeting your audience

Percentage of companies with the following candidate initiatives



Adoption of initiatives by grade

Campus student internship content
Diversity content
Military/veteran content
Events content
Internal mobility - option for employees to login/access profile

A/B scorers

93%
92%
64%
42%
21%

C scorers

67%
81%
37%
21%
17%

D/F scorers

44%
57%
17%
8%
13%

Create a meaningful, personalized experience

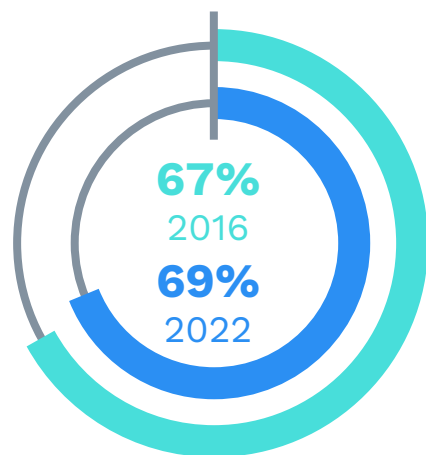
The surprise here is the **lack of internal mobility initiatives**. It seems organizations expect their main employment page to do the work for both outside applicants and current employees. Although the goal is filling the position, whether that person is internal or external at the application stage, the message to internal employees may be diluted without a dedicated channel for opportunities.

Trends over time: Targeted content for military audiences



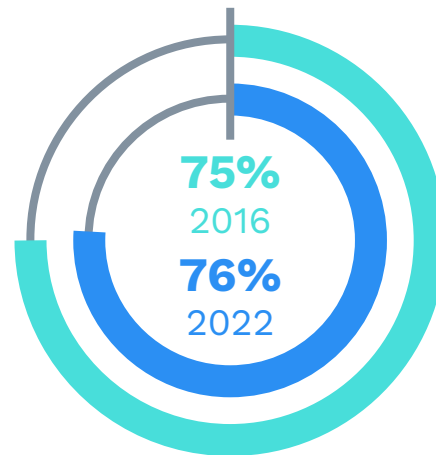
After a big jump in 2016, there has been a steady decline in content specifically for military candidates. Did these efforts simply fail to attract military talent?

Campus/student internship content



Personalized content for students/interns and diverse groups has held steady over time. But there's still room for improvement!

Diversity content



Quick wins

Allow current employees to sign up for alerts to new openings in their areas of interest or expertise. This will immediately demonstrate your willingness to consider current employees and your interest in advancing their long-term career goals.



Healthcare remains a leader in recruitment marketing

Candidate initiatives by sector



A-rated top scorers in prospect initiatives

CVS Health	Healthcare
AT&T	Telecommunications
COMCAST	Telecommunications
AMGEN	Healthcare
HCA Healthcare	Healthcare
Booz Allen Hamilton*	Technology
DaVita.	Healthcare

What top-scoring companies do right

1 Like many other top-ranked companies, DaVita places event information, as well as resources focused on military and student/graduate prospects right in the page navigation.

2 Existing employees can click on a link in the United Rentals careers site to log in to an employee-specific jobs search, immediately communicating priority for employee development and desire to support it

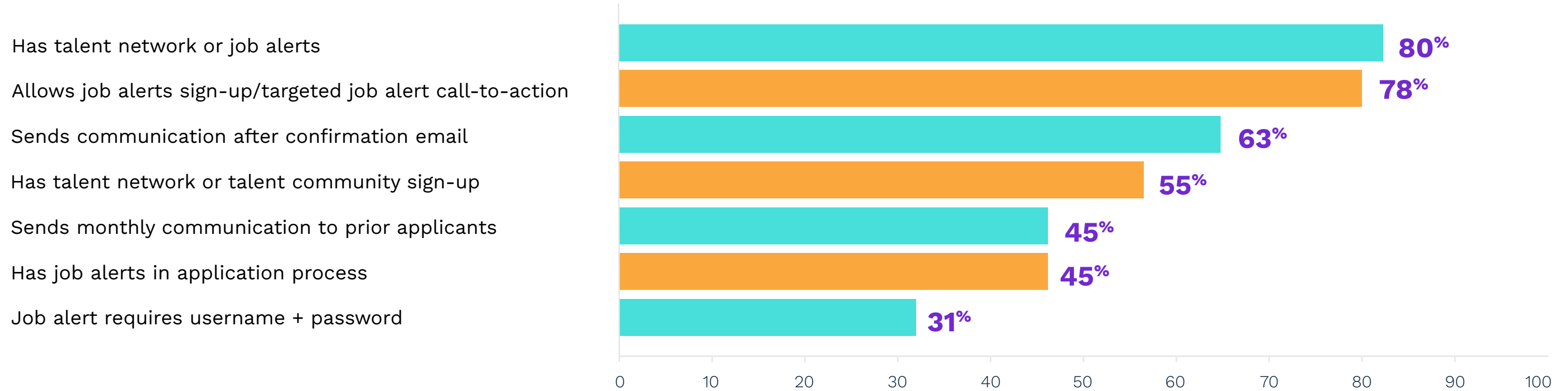
Nurturing Talent

Nurturing talent is the act of strategically and consistently communicating with talent communities. Nurture allows organizations to proactively engage with passive candidates, encouraging them to consider employment. Nurture keeps talent abreast of topics of interest at the company as well as employment opportunities that might interest them.



Talent network and job alerts go mainstream

Percentage of companies with the following nurture capability



Adoption of nurture capabilities by grade

Has talent network or job alerts
Allows job alerts sign-up/targeted job alert
Sends communication after confirmation email
Has talent network or talent community sign-up
Sends monthly communication to prior applicants
Has job alerts in application process
Requires username + password in job alerts

A/B scorers

99%
98%
90%
86%
70%
53%
22%

C scorers

93%
89%
76%
60%
54%
44%
54%

D/F scorers

53%
52%
27%
22%
13%
30%
31%



Big shifts over the past 7 years

The ability to nurture, connect, and communicate with candidates hits 3 of the 4 components of your company's EVP. It presents opportunities to develop and grow within the organization. It provides a glimpse of the connection and community employees enjoy, as well as showcasing the meaning and purpose employees find within the work.

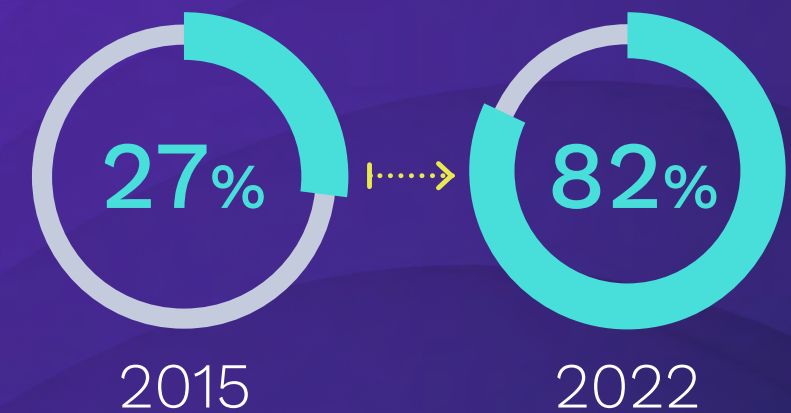
Even the majority of companies scoring D or F employ talent networks and job alerts. Only in regularly communicating with talent networks do lower-scoring organizations fall down — **only 27% communicate with candidates after the network signup confirmation email.**

Nurture by sector



In 2015, Talent Networks were an 'emerging practice,' with only **27%** of respondents using them.

Today, **82%** of surveyed organizations state they have a talent network.



The leaders

Retail, hotels, restaurants & leisure, and healthcare lead the way



The post-COVID 'great resignation' (which was often more of a 'great reallocation,' with many quitting one job for a more desirable one) hit this sector hard.



Wages and working conditions had to improve to lure employees back.














Improved workplace culture and employee retention have a positive impact on productivity.

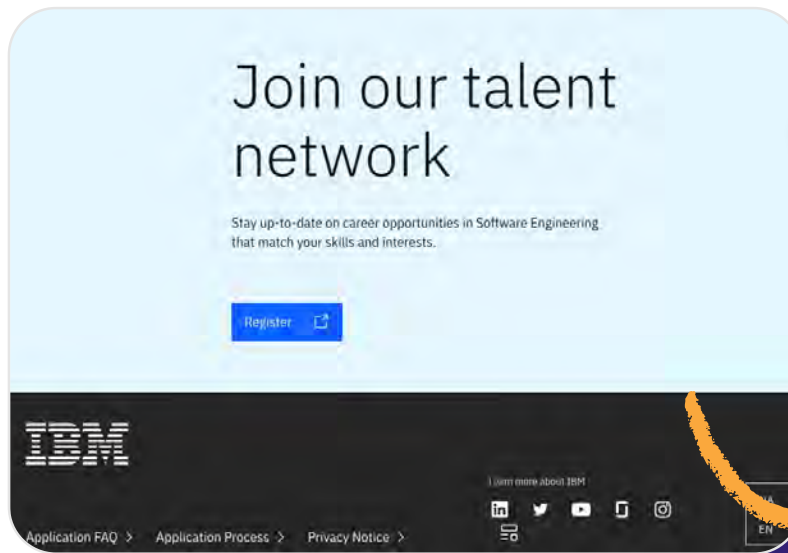
These industries experienced similar challenges. Each faced staff exodus during the pandemic and had to redouble efforts to attract and retain employees.

The highly-ranked and why

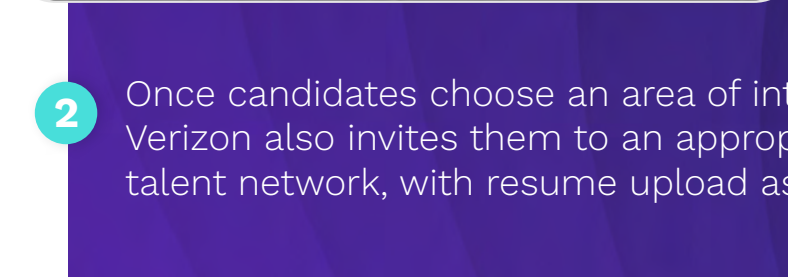
A-rated top scorers in nurture include:

	Telecommunications
	Healthcare
	Financial
	Retail, hotels, restaurants & leisure
	Food, beverages & tobacco
	Energy
	Energy
	Energy
	Wholesalers
	Technology
	Motor vehicles & parts

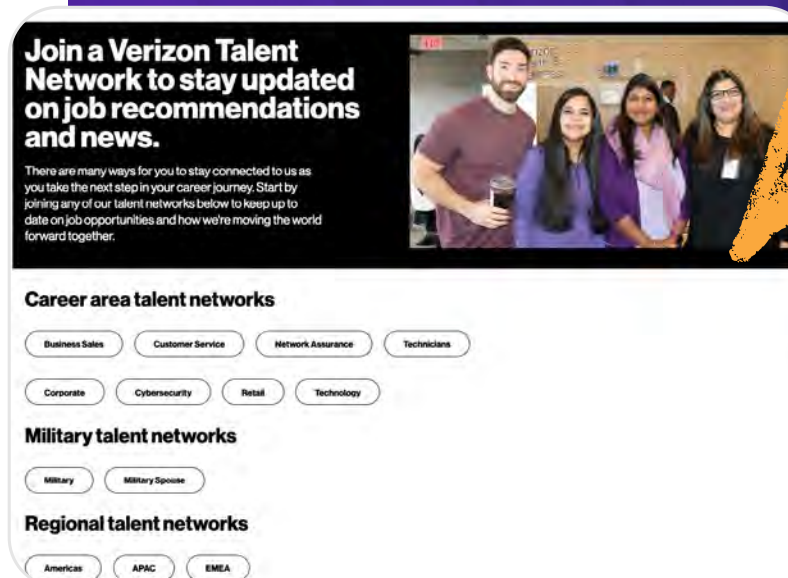
Top-scoring companies



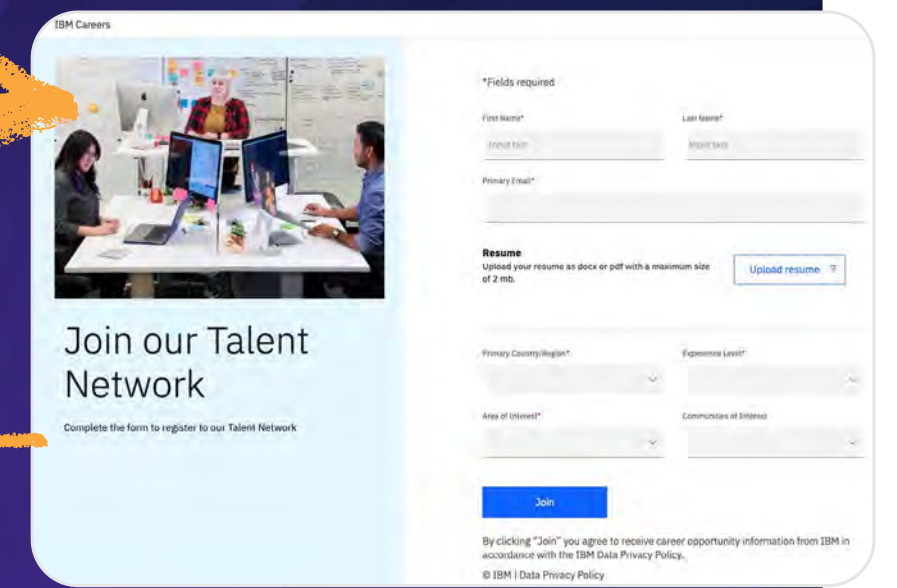
1 IBM displays a prominent invitation on its job site for prospects to register for information on opportunities in their stated area of interest — software engineering in this case. Sign-up includes a resume upload, experience level, and area of interest.



2 Once candidates choose an area of interest, Verizon also invites them to an appropriate talent network, with resume upload as step one.



3 Verizon also has a dedicated, searchable talent network page that displays all available networks — career area, by military, and regional.



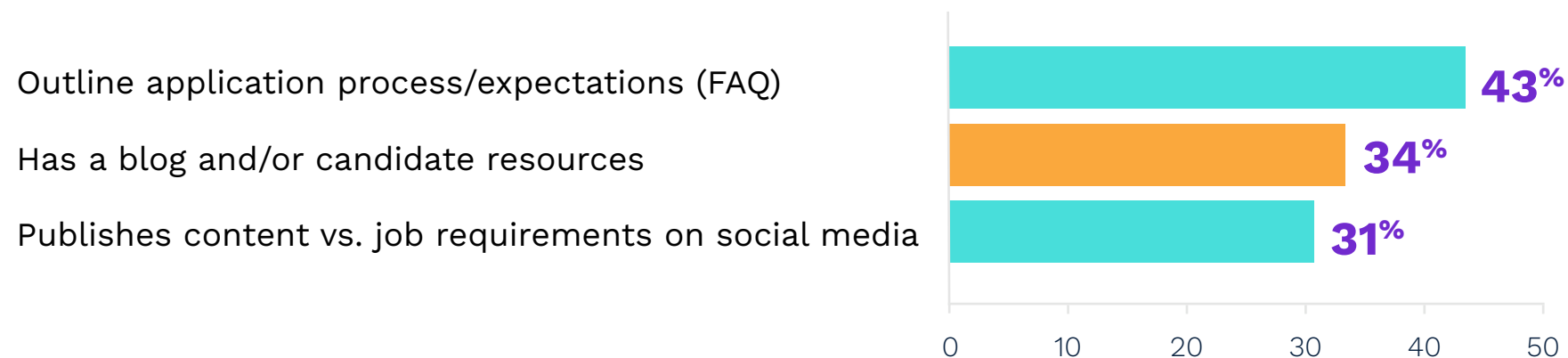
Content

Creation of valuable, cross-channel messaging and resources. This includes career-specific social media, blogs, and other candidate resources.



Opportunities to communicate

Percentage of companies with the following content capabilities



Trends over time: Published content (excluding jobs on social media)




Most gains in this area disappeared during the height of the pandemic. We can speculate that employment upheaval simply sidelined content creation tasks — but we can only speculate. We hope to see these numbers recover in coming years.

Candidate nurturing initiatives and personalized content are among the lowest-scoring criteria. They also represent some of the most demanding tasks, requiring regular work to consistently create relevant material. However, the rewards of providing candidates with content that promote your value and tell stories of opportunities to develop and grow, the connection and community you foster, and the meaning and purpose employees can gain is worth the effort.

Quick wins

One of the most bang-for-the buck content capabilities is also the simplest: outline your application process. Tell candidates what they can expect and provide relevant FAQs. You'd be surprised how this straightforward show of respect for applicants and their time can positively influence perception of your employer brand and lead to higher application completion.

Significant room for improvement

 Adoption of content capabilities by grade	A/B scorers	C scorers	D/F scorers	
	Outline application process/expectations (FAQ)	66%	36%	26%
	Has blog and/or candidate resources	61%	25%	16%
	Publishes content vs. job requirements on social medial	58%	26%	9%

Content by sector



In the content categories, **healthcare and retail, hotels, restaurants & leisure** again show that the more challenging the hiring process, the more valuable recruitment best practices become.

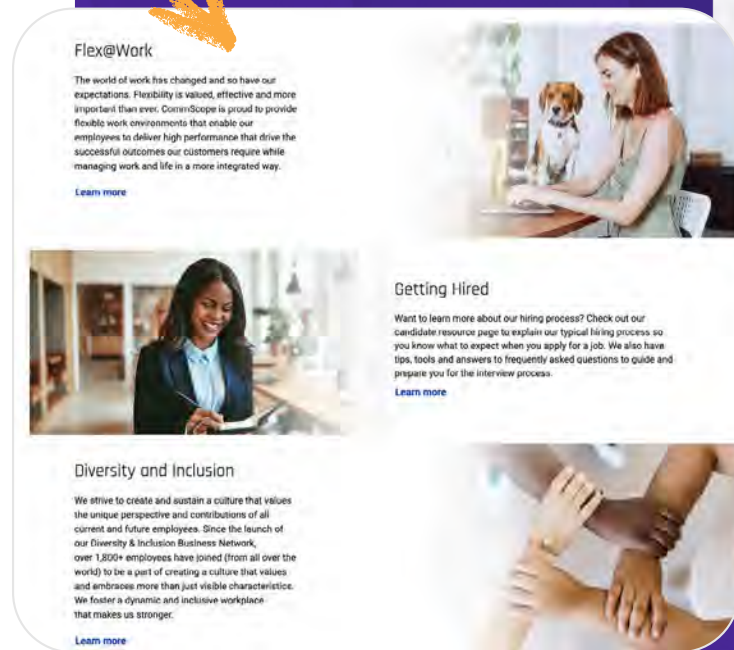
A-rated top scorers in content include:

	Healthcare
	Technology
	Telecommunications
	Healthcare
	Transportation

Eying the content kings

1

CommScope features candidate resources on flexible work environments, diversity and inclusion, as well as a description of the typical hiring process.



Flex@Work

The world of work has changed and so have our expectations. Flexibility is valued, effective and more singular than ever. CommScope is proud to provide flexible work environments that enable our employees to deliver high performance that drive the successful outcomes our customers require while managing work and life in a more integrated way.

Learn more

Getting Hired

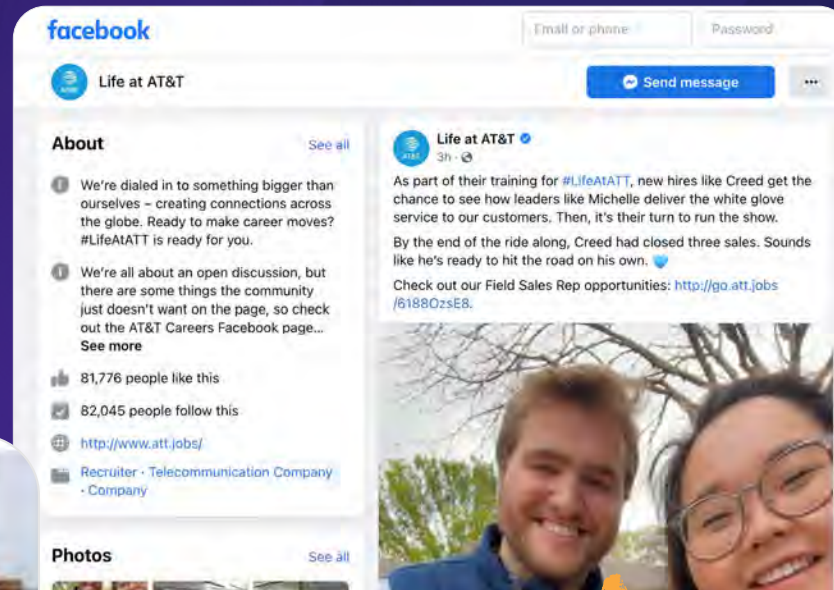
Want to learn more about our hiring process? Check out our candidate resource page to explain our typical hiring process so you know what to expect when you apply for a job. We also have tips, tools and answers to frequently asked questions to guide and prepare you for the interview process.

Learn more

Diversity and Inclusion

We strive to create and sustain a culture that values the unique perspective and contributions of all current and future employees. Since the launch of our Diversity & Inclusion Business Network, over 1,800+ employees have joined (from all over the world) to be a part of creating a culture that values and embraces more than just visible characteristics. We foster a dynamic and inclusive workplace that makes us stronger.

Learn more



facebook

Life at AT&T

Send message

About

1 We're dialed in to something bigger than ourselves - creating connections across the globe. Ready to make career moves? #LifeAtATT is ready for you.

2 We're all about an open discussion, but there are some things the community just doesn't want on the page, so check out the AT&T Careers Facebook page... See more

81,776 people like this

82,045 people follow this

http://www.att.jobs/

Recruiter · Telecommunication Company · Company

Life at AT&T

3h · 🌐

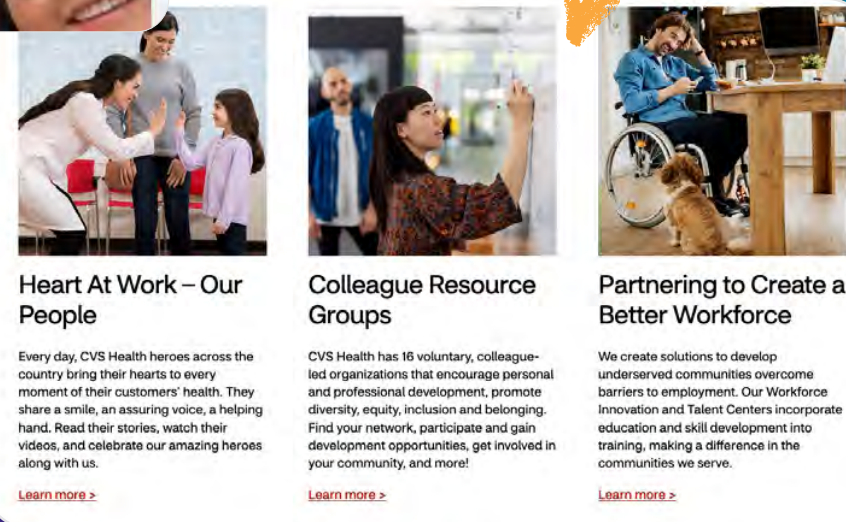
As part of their training for #LifeAtATT, new hires like Creed get the chance to see how leaders like Michelle deliver the white glove service to our customers. Then, it's their turn to run the show. By the end of the ride along, Creed had closed three sales. Sounds like he's ready to hit the road on his own. 🙌

Check out our Field Sales Rep opportunities: <http://go.att.jobs/61880zsE8>.

Photos

2

AT&T career social sites fall under the banner "Life at AT&T," providing content on company and employee events and activities.



Heart At Work – Our People

Every day, CVS Health heroes across the country bring their hearts to every moment of their customers' health. They share a smile, an assuring voice, a helping hand. Read their stories, watch their videos, and celebrate our amazing heroes along with us.

Learn more >

Colleague Resource Groups

CVS Health has 16 voluntary, colleague-led organizations that encourage personal and professional development, promote diversity, equity, inclusion and belonging. Find your network, participate and gain development opportunities, get involved in your community, and more!

Learn more >

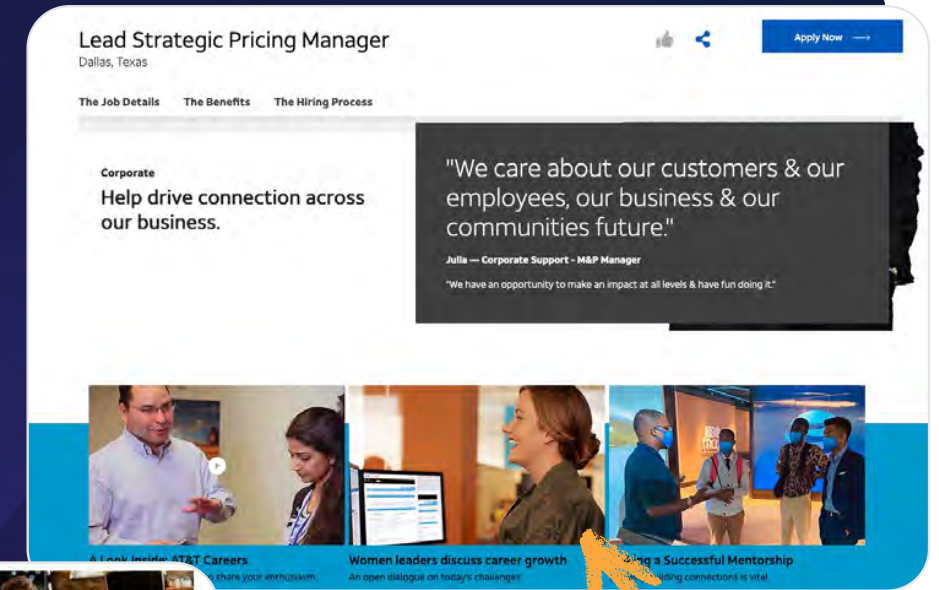
Partnering to Create a Better Workforce

We create solutions to develop underserved communities overcome barriers to employment. Our Workforce Innovation and Talent Centers incorporate education and skill development into training, making a difference in the communities we serve.

Learn more >

3

CVS Health presents multiple employee stories on its career page, highlighting a diverse set of employees and the positive work they do.



Lead Strategic Pricing Manager

Dallas, Texas

The Job Details The Benefits The Hiring Process

Corporate

Help drive connection across our business.

"We care about our customers & our employees, our business & our communities future."

Julia — Corporate Support - M&P Manager

"We have an opportunity to make an impact at all levels & have fun doing it."

At a glance: AT&T Careers

Women leaders discuss career growth

Being a Successful Mentorship

4

AT&T's job listings include images and video in addition to job descriptions, providing a decidedly richer experience.

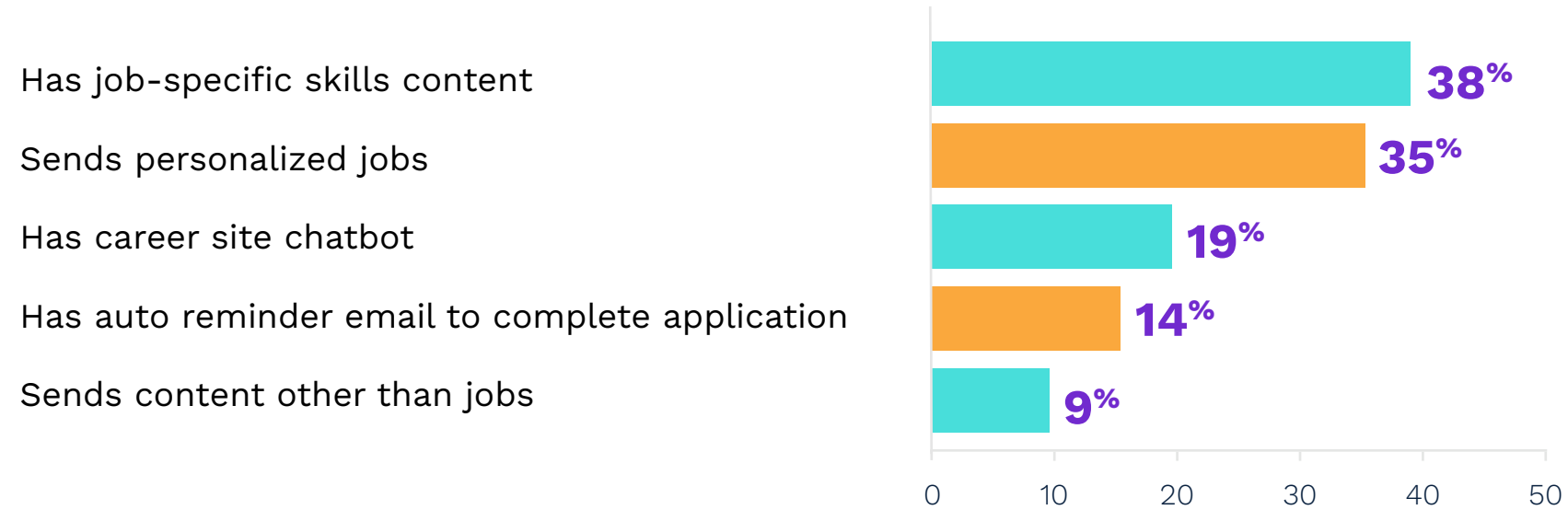
Personalization

The customization of content and candidate journeys: These aspects of your site provide a finishing touch, working to deepen the connection between prospective employer and candidate.



Show them that you care

Percentage of organizations with the personalization features



Adoption of personalization by grade

Has job-specific skills content
Sends personalized jobs
Has career site chatbot
Has auto reminder email to complete application
Sends content other than jobs

A/B scorers

68%
61%
32%
22%
21%

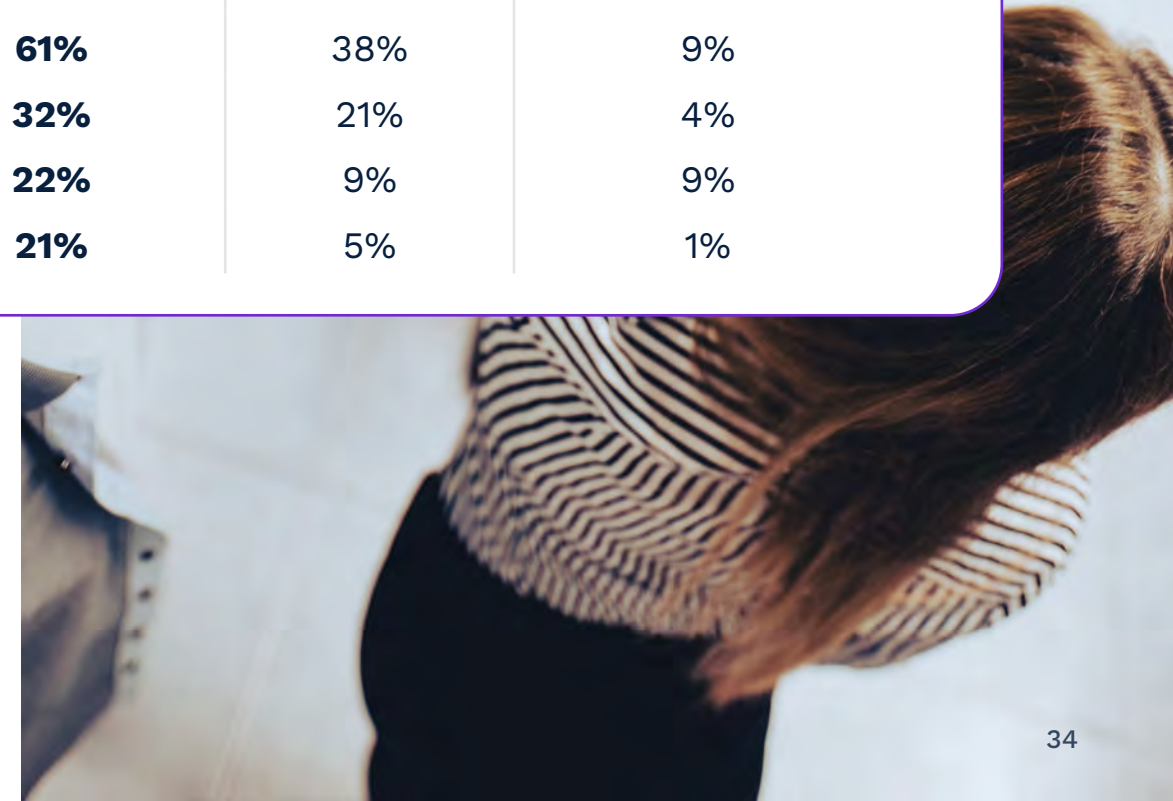
C scorers

32%
38%
21%
9%
5%

D/F scorers






17%
9%
4%
9%
1%

The goal of an EVP is to demonstrate what you promise employees, and your commitment to keeping those promises. Personalization sets the stage for candidates' perception of your competence, thoroughness, and the value you place on an applicant, which suggests how you regard your employees. With personalization, you have bothered to care about the applicant. And that matters.



Rise in engagement prominence

Trends over time: Engagement

	2018	2022
 Has job-specific skills content	45%	38%
 Sends personalized jobs	19%	35%
 Has career site chatbot	6%	19%
 Auto reminder email to complete application	6%	14%
 Sends content other than jobs	4%	9%

Only “job-specific skills content” has decreased in this category.

Otherwise, the use of personalization tactics has significantly increased. **The rise in talent networks from 45% in 2018 to 80% in 2022** plays a big role in the ability to provide personalized job listings based on candidate interest. Meanwhile, chatbot tech has become much more widely available as a feature of business software.








Quick wins

If you have a talent network, you have the tools to share content with candidates. Go ahead and send them some of the videos, employee stories, and event information that you publish on your jobs site. Let candidates engage with your community to experience its value. Bring it up a notch by providing job-specific skills content in your outreach and pages.



There is room at the top. Join them.

A-rated top scorers in personalization include:

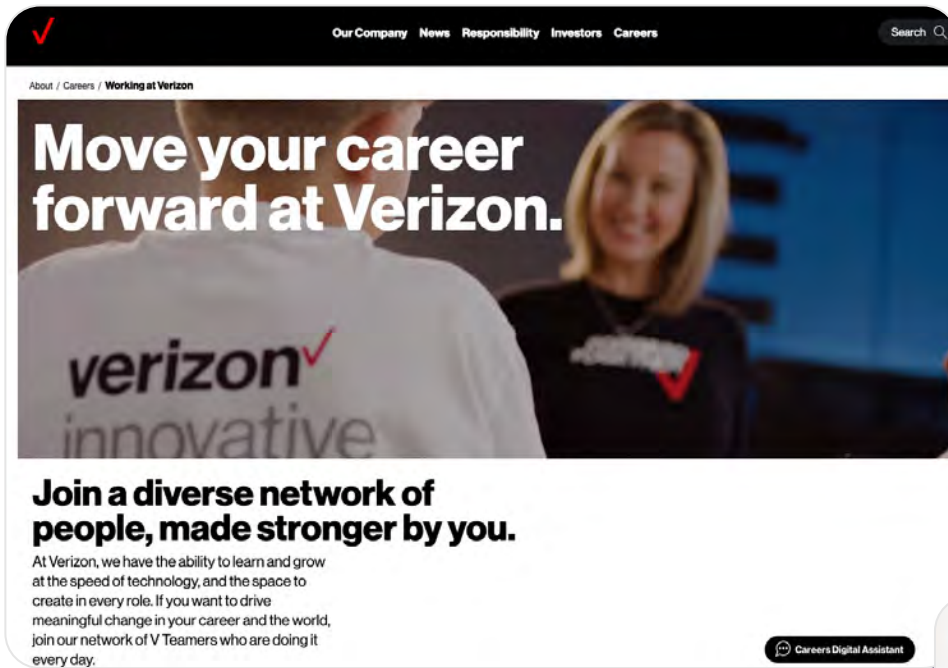
	Telecommunications
	Technology
	Telecommunications
	Retail, hotels, restaurants & leisure
	Healthcare
	Healthcare
	Insurance

Personalization by sector



Healthcare now dominates every criteria except nurture, where it comes in second.

What top-scoring companies do right

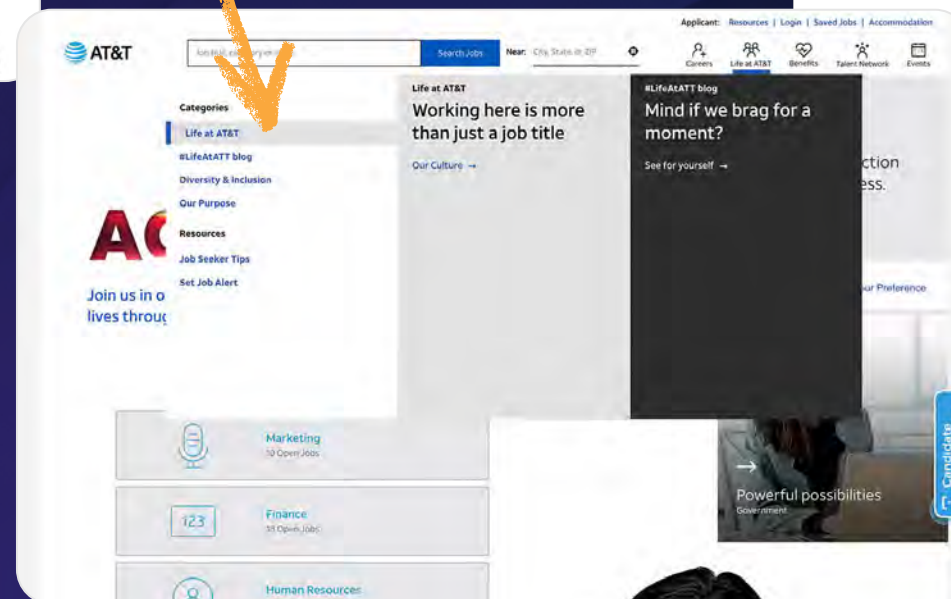


1

Verizon's chatbot strikes a good balance. It's clearly visible and available, but does not in any way intrude on the experience of the rest of the page. It's there if you want it; it doesn't force itself on you.

2

AT&T career social sites fall under the banner "Life at AT&T," providing content on company and employee events and activities.



The takeaway

Today's talent acquisition teams are facing a profoundly different paradigm. Organizations must forge strong bonds with candidates from their first interaction through employee retention and beyond. Unfortunately, many organizations are resource-constrained, leading to a "good enough" mentality that translates to an imbalance in talent acquisition activities and lackluster results.

Technology is as vital as ever, but it should now embed machine learning and artificial intelligence to provide actionable data that informs strategies and optimizes tactics. By combining innovative technology with brand and creative services, talent teams can more effectively communicate their EVP and deliver a meaningful experience that differentiates them from their competition and supports a higher level of alignment between employers and candidates, leading to higher quality hires and increased engagement and retention. It's the combined power of technology, creative services, and a true strategic partnership that will set talent teams up for success ... and that's exactly what Symphony Talent offers its clients.

A note from Symphony Talent

Great companies always — without fail — have great people. In fact, hiring great people is the most important thing a business does. Today's hiring solutions need to deliver the outcomes talent acquisition teams care about most — from reach to retention — combining tried-and-true technology with creative services to provide a better experience for candidates, recruiters, and HR leaders.

*At Symphony Talent, we want to understand how today's market conditions are impacting your talent teams and hiring strategies. How is your company adapting to this new world of work and the new paradigm for acquiring talent? We'd love to hear from you. **Contact us** to get the conversation started.*

