



## Perception vs. Reality: Jobseeker Behavior Online

A Report from Taleo Research  
(formerly iLogos Research)

This report was originally published by iLogos Research, which is now called Taleo Research—the strategic talent management research division of Taleo.

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Value Creation Through Corporate Careers Websites



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## Table of Charts and Graphs

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## Introduction

The corporate Web site is a vital projection of the corporate image and a key communication and transaction platform for customers, investors, suppliers and business partners, and the general public. The corporate Web site is also a valuable point of contact with jobseekers, through the use of a dedicated "Careers" subsection of the site devoted to attracting and acquiring talent.

Large corporations have increasingly recognized and responded to the power and potential of using the corporate Web site in the recruiting strategy. Corporate Web site recruiting has steadily increased in the Global 500, from 29 percent having a Careers section in 1998, to 88 percent in 2001.<sup>1</sup>



Visitors to the corporate Web site represent a ripe pool from which to recruit. The traffic—customers, shareholders, competitors, and jobseekers—represents a large, desirable group of potential candidates. The primary initial purpose of visitors to the corporation's Web site and Careers section may or may not be to actively job seek. Regardless, for large corporations the amount of traffic is enormous; the number of visitors to the corporate Careers section ranges to upwards of 250,000 individuals per month. To gain the most benefit from these potential candidates, it is imperative to understand the behavior and attitudes of the total stream of corporate Career Web site visitors.

<sup>1</sup> Excerpted from Global 500 Web Site Recruiting, 2001 Survey available at [www.ilogos.com](http://www.ilogos.com)

To attain insight into their motives and interests, iLogos Research conducted a survey of more than 1,500 visitors to the Careers section of the corporate Web sites of four Fortune 500 companies. The composition, intentions, and expectations of corporate Career Web site visitors were explored. Survey results yield significant surprises, and deflate some widely-held myths about online jobseekers. In this report, fifteen key perceptions are discussed in light of the realities revealed by analysis of the data.

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# Summary of Contents

## I. Demographics of Corporate Career Web Site Visitors

### 1. Sources

**Perception:** Job boards are the main driver of traffic to corporate Career Web sites.

**Reality:** Only one out of eight corporate Career Web site visitors comes from job boards.

### 2. Employment Status

**Perception:** Unemployed or underemployed visitors go to corporate Career Web sites.

**Reality:** Most corporate Career Web site visitors are employed; many are happily employed.

### 3. Education Level

**Perception:** Only college graduates are online.

**Reality:** Candidates with all educational backgrounds are online.

### 4. Experience Level

**Perception:** Experienced candidates are not seeking jobs online.

**Reality:** Almost half of Career Web site visitors are seeking mid-to senior-level positions.

## II. What's Important to Corporate Career Web Site Visitors

### 1. College Sections

**Perception:** One Careers section satisfies all visitors.

**Reality:** Three-quarters of the college audience value separate College/Entry-level Careers sections.

## 2. Application Details

**Perception:** Jobseekers know how to apply online.

**Reality:** Jobseekers appreciate details on how to apply online.

## 3. Response

**Perception:** Acknowledgement of online job applications is not expected by jobseekers.

**Reality:** Ninety-nine out of one hundred jobseekers expect an acknowledgement after applying online.

## 4. Anonymity

**Perception:** Online candidates don't care about anonymity.

**Reality:** For experienced candidates especially, anonymity is important.

## 5. Corporate Culture

**Perception:** A depiction of corporate culture is not an essential ingredient for corporate Careers Web site visitors.

**Reality:** Company culture information is fundamental for Career Web site visitors.

## 6. Employee Benefits

**Perception:** Online jobseekers don't care about employee benefits information.

**Reality:** Employee benefits information is the most valued information to corporate Career Web site visitors.

## 7. Salary Range Data

**Perception:** Salary range information is not important to online jobseekers.

**Reality:** Three-quarters of corporate Career Web site visitors want salary range information.

### III. Corporate Career Web Site Visitors Behavior

#### 1. Profile Information

**Perception:** Candidates will only provide their resume online.

**Reality:** Candidates are ready to complement resume information with additional profile information.

#### 2. Search Methods

**Perception:** Keyword search is the best way to search online job postings.

**Reality:** Candidates favor job category and location search.

#### 3. Skills-based Questions

**Perception:** Online candidates won't answer skills-based questions.

**Reality:** Online candidates welcome questions about their skills.

#### 4. Time Allotment

**Perception:** Candidates won't spend more than five minutes on online job applications.

**Reality:** Candidates will spend the time necessary to apply online to a job of interest.



**I. DEMOGRAPHICS OF  
CORPORATE CAREER  
WEB SITE VISITORS**



## 1. Sources

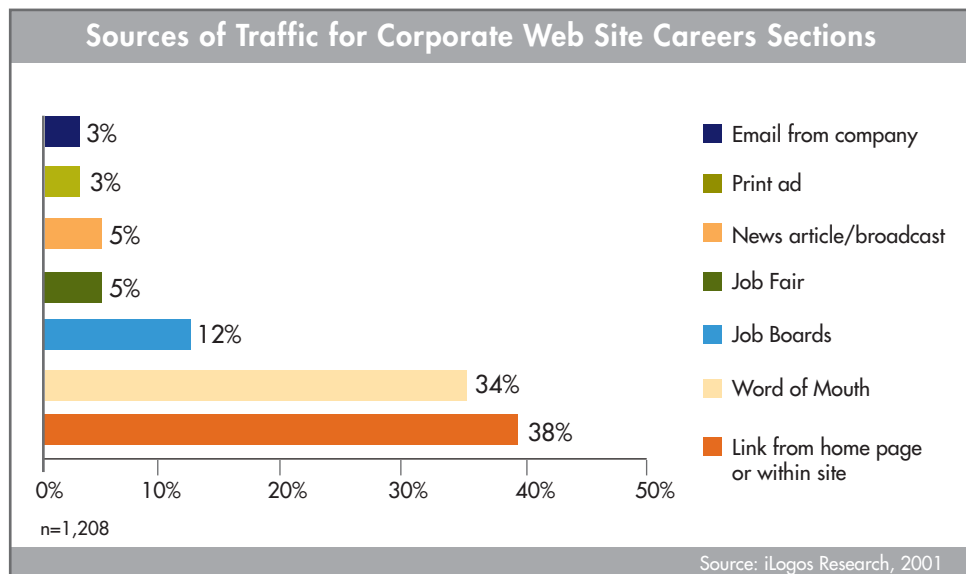
**Perception:** Job boards are the main driver of traffic to corporate Career Web sites.

vs.

**Reality:** Only one out of eight corporate Career Web site visitors comes from job boards.

Web site traffic is the most critical resource to a corporation's Careers section. Without it, job positions do not get the necessary exposure to candidates. Corporations, encouraged by the consumer branding campaigns from the major job boards, have been led to believe that they need the job boards' help in driving traffic to their Careers sections. Quite to the contrary, survey results show that the corporate Web site is the best source of candidate traffic.

**DATA:** Three times as many candidates come to the corporate Web site Careers section from "word of mouth" (34%), and from a homepage/within-the-site link (38%), than from job boards (12%).



**INSIGHTS:** Traffic arrives at the corporate Web site and the corporate Web site Careers section from different sources and with different intents. Happily employed, passive jobseekers can be attracted to the Careers section with homepage links and well-placed and well-designed crosslinks from elsewhere within the corporate Web site.

✓ Passive jobseekers are more likely to come to a Careers section while visiting the corporation's Web site (48%), with a frequency that is 10% greater than the overall average (38%).

✗ 73% of the Fortune 500 have a link from the corporate homepage to a Careers section.<sup>2</sup>

### **RESULTS-BASED ACTIONS:**

1. Place a prominent button or link to the Careers section from the corporate homepage.
2. Crosslink the Careers section with other major sections of the corporate homepage, such as press releases or investor relations.
3. Make the URL for the Careers section easy to remember; consider giving it a customized second-level or third-level domain.

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<sup>2</sup> Source: iLogos Research, Best Practices for Fortune 500 Career Web Site Recruiting (2000) p. 61.

## 2. Employment Status

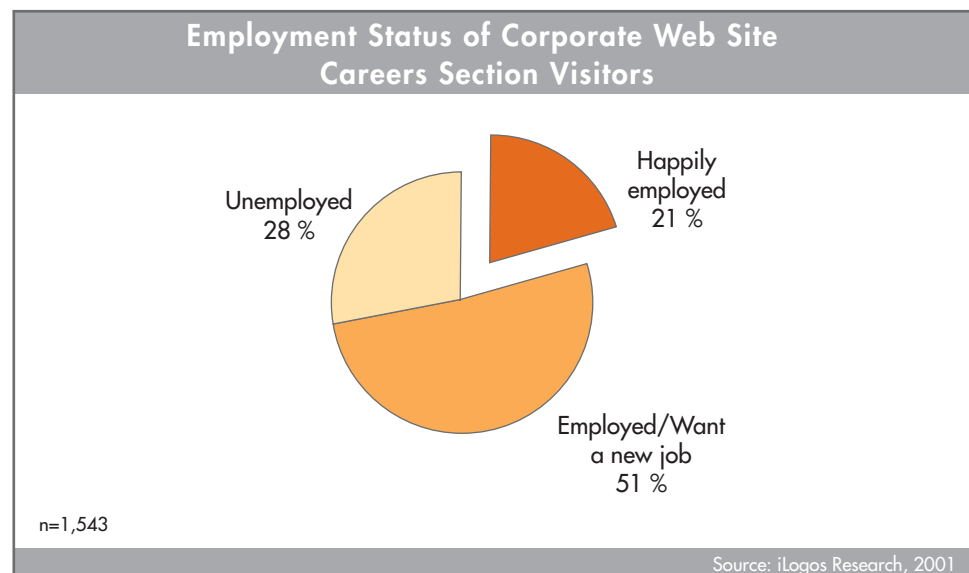
**Perception:** Unemployed or underemployed visitors go to corporate Career Web sites.

vs.

**Reality:** Most corporate Career Web site visitors are employed; many are happily employed.

Happily employed Career Web site visitors represent the elusive and highly desirable "passive" jobseekers. Great emphasis has been placed on methods to find them including active Internet search techniques and the use of third-party "headhunters." Survey results show that a significant percentage of the overall traffic to corporate Career Web sites is, in fact, made up of this sought-after group.

**DATA:** 72% of visitors to corporate Web site Careers sections are currently employed; 21 percent are happily employed.



**INSIGHTS:** Those who are happily employed are also more likely to arrive at the Careers section while surfing the rest of the corporate Web site. These passive jobseekers are inspired to look at a company's employment offerings after arriving at the homepage and while browsing the company's Web site for other reasons, such as to research its products or services, follow company news and press releases, or find investor information.

- ✓ 40 percent of happily employed visitors (compared to 30 percent in the general population) arrive at the Careers section via a link from the corporate Web site homepage or elsewhere within the site.
- ✗ Yet, only 73 percent of Fortune 500 companies adhere to the Best Practice of having a link to their Careers section directly from their Web site homepage.<sup>3</sup>

The perception that happily employed people are not likely to apply to a job position on the Web site of another employer is for the most part correct. Nevertheless eight percent of the happily employed survey respondents submitted a job application to the corporate Careers Web site. Among active jobseekers, 29 percent applied to a job on the survey site.

A higher percentage of passive jobseekers (ten percent compared to three percent for active jobseekers) are also browsing the Careers section for their friends, and are therefore primed to use an "Email to a friend" feature, if available.

## **RESULTS-BASED ACTIONS:**

To cultivate these desirable passive jobseekers:

1. Link the Careers section from the corporate Web site homepage.
2. Crosslink to the Careers section from other pages within the corporate Web site.
3. Convince Careers Web site visitors to apply with inviting, compelling job descriptions.
4. Do not require all Career Web site visitors to be resume-ready to submit an application. Offer alternative means of capturing their information.
5. Engage passive jobseekers with an ongoing interaction such as an email subscription to a news update, or a jobs bulletin.

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<sup>3</sup> iLogos (2000) p. 61.

### 3. Education Level

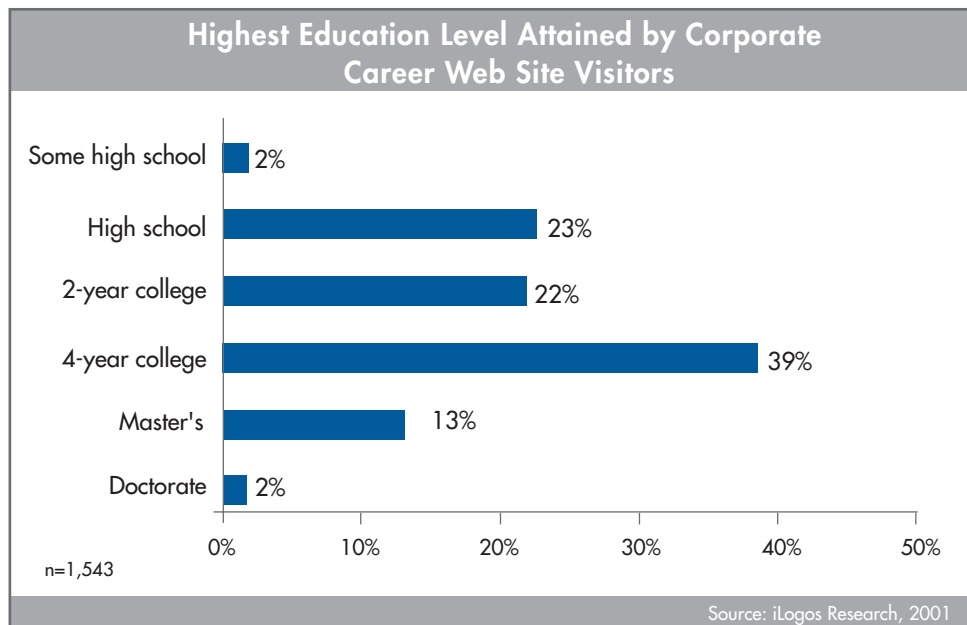
**Perception:** Only college graduates are online.

vs.

**Reality:** Candidates with all educational backgrounds are online.

It is widely believed that online jobseekers are primarily college graduates, that online recruiting is best suited to IT and knowledge workers, and that certain job categories (e.g. lower-level and factory positions, and executive positions) can only be filled through offline sources. The reality is that the online candidate pool includes all educational backgrounds.

**DATA:** 47 percent of Career Web site visitors do not have a 4-year college degree.



**INSIGHTS:** The demographics of corporate Career Web site visitors include all levels of education. With an understanding of the variety represented in their Career Web site candidate pool, corporations can post jobs and employment information reflecting their full organizational chart. College students though, should not be discounted.

✓ 11 percent of online candidates are still in college.

**RESULTS-BASED ACTIONS:**

1. Post jobs of all kinds on the corporate Careers Web site.
2. Tailor employment information to all job levels.
3. Create dedicated subsections for each major group in the employment population.

## 4. Experience Level

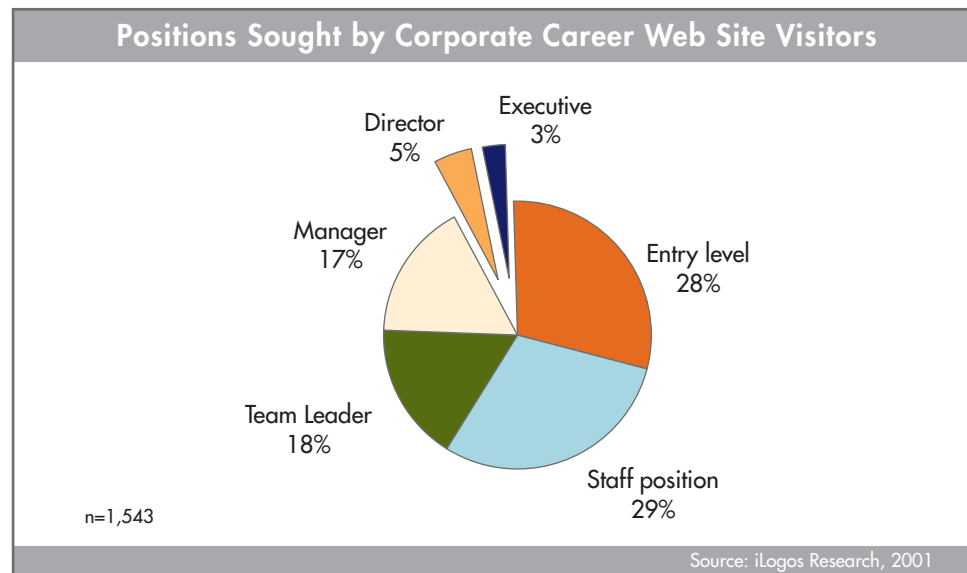
**Perception:** Experienced candidates are not seeking jobs online.

vs.

**Reality:** Almost half of Career Web site visitors are seeking mid- to senior-level positions.

Online jobseeking has been perceived as the exclusive province of college students and IT professionals. Sites and job listings have been tailored primarily to those groups. The Internet and its offerings are now mainstream; users permeate all aspects of the general population. Today's Career Web site visitors fully range from those with the least experience to the highest.

**DATA:** Eight percent of online candidates are seeking director or executive-level positions. In addition, 35 percent of online candidates are seeking mid-management positions.



**INSIGHTS:** Corporations may use their Careers Web site as a source of candidates at all levels within the organizational chart. They may take advantage of the low cost/broad exposure of the Web to increase the reach of their candidate pool sourcing.

- ✓ Forty-four percent of the online candidate pool has more than ten years of work experience.

**RESULTS-BASED ACTIONS:**

1. Post senior-level job positions to the corporate Careers Web site.

**II. WHAT'S IMPORTANT  
TO CORPORATE CAREER  
WEB SITE VISITORS**



## 1. College Sections

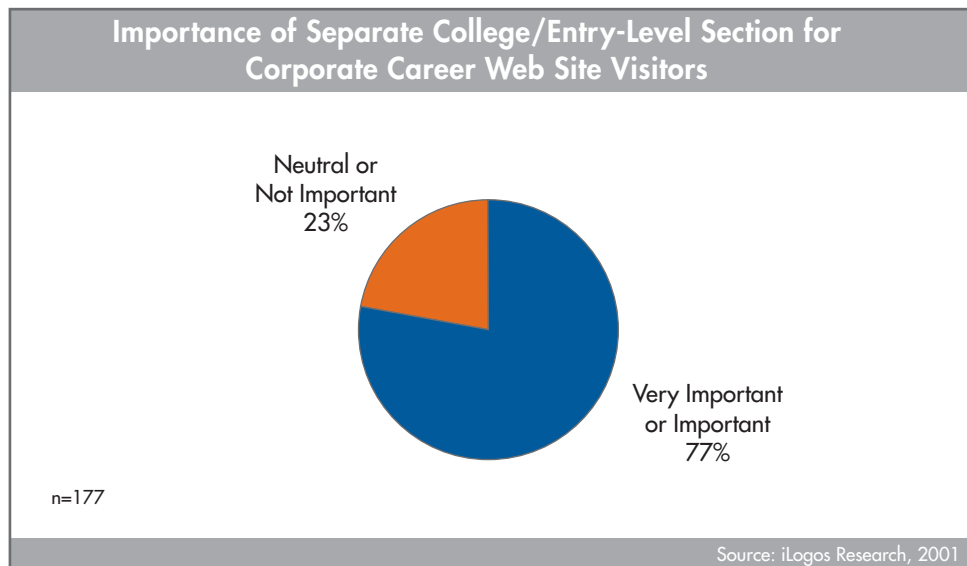
**Perception:** One Careers section satisfies all visitors.

vs.

**Reality:** Three-quarters of the college audience value separate College/Entry-level Careers sections.

College students are a distinct and important segment of the talent pool. They are savvy Web users who want focused information. Employers who develop content to address their specific needs increase their reach and impact with that group.

**DATA:** Seventy-seven percent of survey respondents who answered as "still in college" ranked a college recruiting section as "Important" (29%) or "Very Important" (48%).



**INSIGHTS:** Not surprisingly, the importance of a section of information on college or entry-level recruiting is high for those at that stage in the career process. Nevertheless, nearly half (46%) of all survey respondents place a high importance on having a separate college/entry-level section on Career Web sites.

- ✗ Forty-two percent of the Fortune 500 has a separate College recruiting section on a corporate Career Web site.
- ✓ The high tech industry has taken the lead; of Fortune 500 high tech companies 78 percent have a separate college recruiting section.<sup>4</sup>

### **RESULTS-BASED ACTIONS:**

1. Provide a separate section with focused information for the college audience.
2. Make sure links to that section are clearly marked and in top-level navigation.
3. Delineate entry-level career paths.
4. List a schedule of campus appearances, intern positions, and job fairs.

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<sup>4</sup> iLogos, (2000) pp. 64-5.

## 2. Application Details

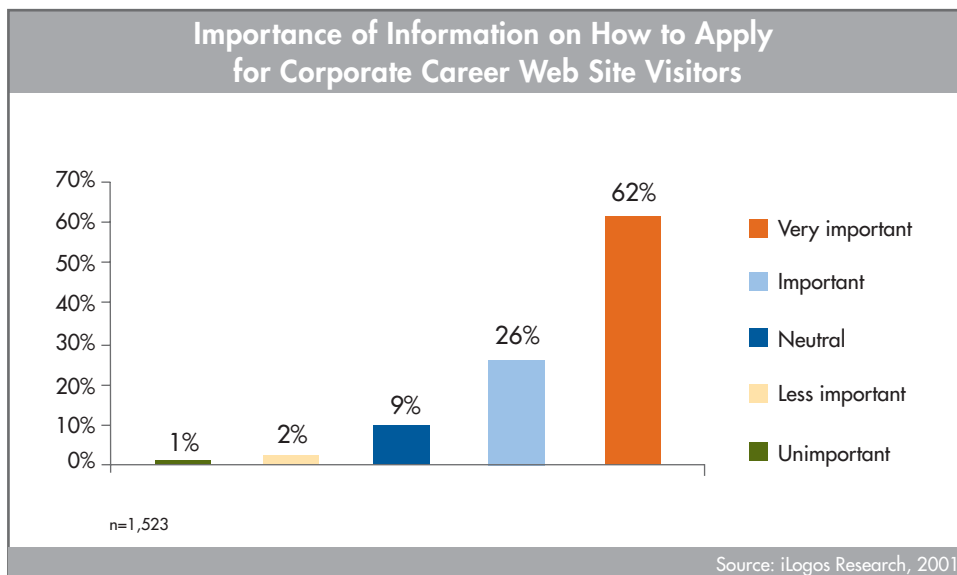
**Perception:** Jobseekers know how to apply online.

vs.

**Reality:** Jobseekers appreciate details on how to apply online.

A plethora of different methods are offered online to candidates for expressing interest in a job including resumes by email, cut-and-paste resume forms, resume builders, and candidate profilers. It is a mistake to assume that the online job application process is self-evident. Candidates require clear instructions on how to use the Career Web site's online response mechanism, along with details about the overall job application process.

**DATA:** Nearly 90 percent of Career Web site visitors consider instructions on how to apply to the company highly important.



**INSIGHTS:** The corporate Careers Web site should appeal to a diverse population that includes a broad range of age, education, work experience, Web experience and geographic, even multi-lingual, bases. To meet the goals of attracting, convincing and capturing candidate information, web design, features and functionality all need to meet the highest usability standards. Although navigation should be intuitive, job application specific information should be provided. Visitors who are confused, or unsure about how to proceed will be lost as candidates. Others may be encouraged to become candidates by understanding the route that their job application process can take. Once visitors have been drawn to the Careers Web site, every opportunity should be used to transport them into the candidate pool.

- ✓ 26 percent of candidates think details on how to apply online are important; 62 percent believe it is very important.

### **RESULTS-BASED ACTIONS:**

1. Provide clear instructions on how to apply through the Careers Web site.
2. Refine Resume Builders and other Careers Web site features, using candidate feedback.
3. Provide candidates with a clear set of expectations concerning the overall recruitment process, including when and how they can expect a response from the company.

### 3. Response

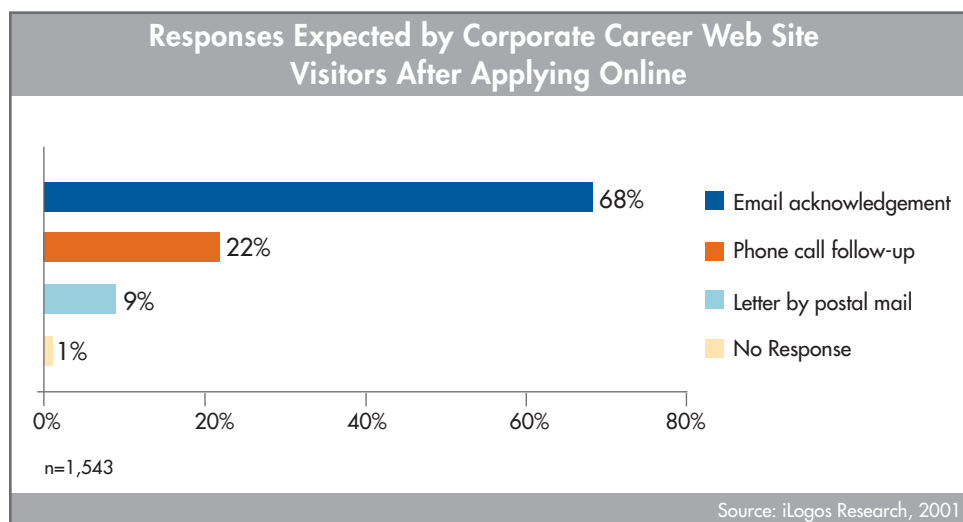
**Perception:** Acknowledgement of online job applications is not expected by jobseekers.

vs.

**Reality:** **Ninety-nine out of a hundred jobseekers expect an acknowledgment after applying online.**

The Internet has made submitting job applications fairly easy, and jobseekers have embraced the new "help wanted" medium in significant numbers. Different sites require different quantities of information and degrees of detail to be submitted to comprise an online job application. Regardless of the level of effort, jobseekers fully expect to receive an acknowledgement after applying to a job online.

**DATA:** Sixty-eight percent of online job applicants expect an email response from the company after applying to a job online.



**INSIGHTS:** Only one percent of survey respondents indicated that no response from the company after applying online was acceptable. Respondents did show that online jobseekers are very comfortable with electronic communication – in fact, they favor it.

To be successful, Career Web sites have to satisfy the needs of both the jobseekers and the corporation. As a branding tool, Career Web sites leave an important impression with visitors and are instrumental in cultivating a positive image. Interactions and communications such as email responses provide the basis for establishing a good relationship between jobseekers and the corporation. Hiring management systems with automated response functionality can fulfill the jobseeker's expectations with no corporate resource allotment – and enable the corporation to reap the benefits.

### **RESULTS-BASED ACTIONS:**

1. Always respond to job applicants, online or offline.
2. Have systems in place to automate responses and meet jobseeker's expectations.
3. Use those responses to cultivate a relationship with the candidate for a current, or future position.

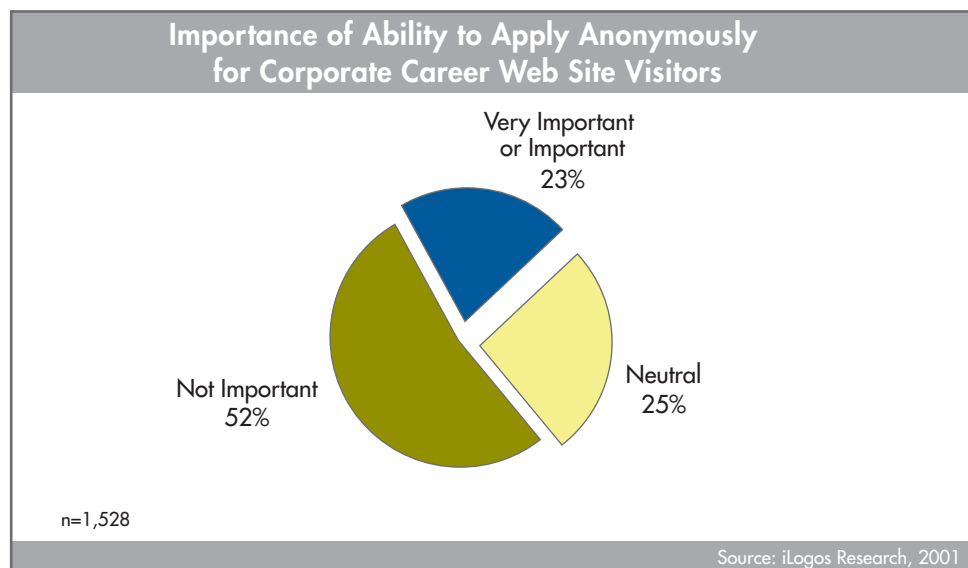
## 4. Anonymity

**Perception:** Online candidates don't care about anonymity.  
vs.

**Reality:** For experienced candidates especially, anonymity is important.

Recruiters have long expected anyone who is interested in being a candidate for a position to be forthcoming with personal information from the first interaction. But some Career Web site visitors, although interested in pursuing a job opportunity, are sensitive about revealing full contact information on the initial application. Privacy concerns deter these online visitors who may be among the most qualified, from submitting applications and becoming candidates.

**DATA:** Nearly one-quarter (23%) of survey respondents consider the ability to apply anonymously, using just an email address, important or very important.



**INSIGHTS:** Interestingly, email addresses of survey respondents reveal that approximately one-third are "anonymous" email domains including @hotmail, @yahoo mail, and other non-corporate email services. Online candidates may already be protective of their privacy with those email addresses.

A demographic analysis of those who prefer to remain anonymous in an online job application shows that the importance of anonymity increases for those members of the workforce seeking positions of greater responsibility.

- ✓ More than ten percent of those seeking an executive-level position are not willing to provide their name on an online job application.
- ✗ Less than one percent of the Fortune 500 allows jobseekers to remain anonymous during the initial online job application process.<sup>5</sup>

An overwhelming majority of the Fortune 500 is ignoring the needs of a small but valuable segment of the online labor market.

### **RESULTS-BASED ACTIONS:**

1. Allow anonymous online job applications, where the candidate identifies him or herself simply with an email address.
2. Point jobseekers to providers of free Web-based email services.
3. Implement a privacy policy that specifically addresses the interests of jobseekers.

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<sup>5</sup> iLogos, (2000) p. 70.

## 5. Corporate Culture

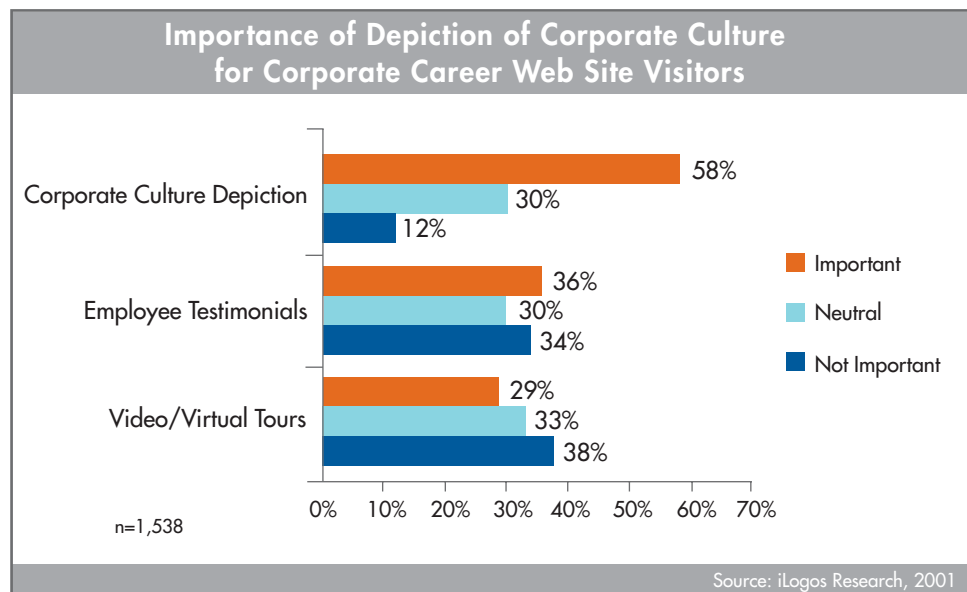
**Perception:** A depiction of corporate culture is not an essential ingredient for corporate Careers Web site visitors.

vs.

**Reality:** Company culture information is fundamental for Career Web site visitors.

Career Web sites provide the corporation with the opportunity to communicate employment information to a worldwide audience at low cost, twenty-four hours of every day. Of course, job listings and pages devoted to online applications are essential Career Web site elements. In addition, though, Career Web site visitors want to view information about company culture.

**DATA:** A majority (58%) of online candidates indicates that depiction of corporate culture is valuable to them.



**INSIGHTS:** The Internet at its core is a graphical medium. Text works best when brief and laid out for easy scanning; Web pages need to have pleasing design and intuitive navigation. As the sophistication of Internet users and the technical bandwidth increase, corporate Web sites can be filled with all manner of multimedia. Although Career Web site visitors want information to be presented on corporate culture, they vary in their preferences for presentation. More than one-third (36%) consider real-life testimonials from current employees important; more than one-quarter (29%) are partial to videos or virtual tours of facilities.

✓ 24% of Career Web site visitors are on the employment page to research the company as an employer.

Providing company culture information is a very cost effective method for building the corporate brand as an employer of choice, and may convince a visitor to become a candidate.

✗ Only 44 percent of Fortune 500 companies publish information on their company culture in their Careers sections.<sup>6</sup>

### **RESULTS-BASED ACTIONS:**

1. Present a depiction of corporate culture on the corporate Careers Web site.
2. Provide a content-rich portrayal.
3. Do not make multimedia elements central. Use them judiciously, only to enhance the information visitors can glean.

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<sup>6</sup> iLogos, (2000) p. 63.

## 6. Employee Benefits

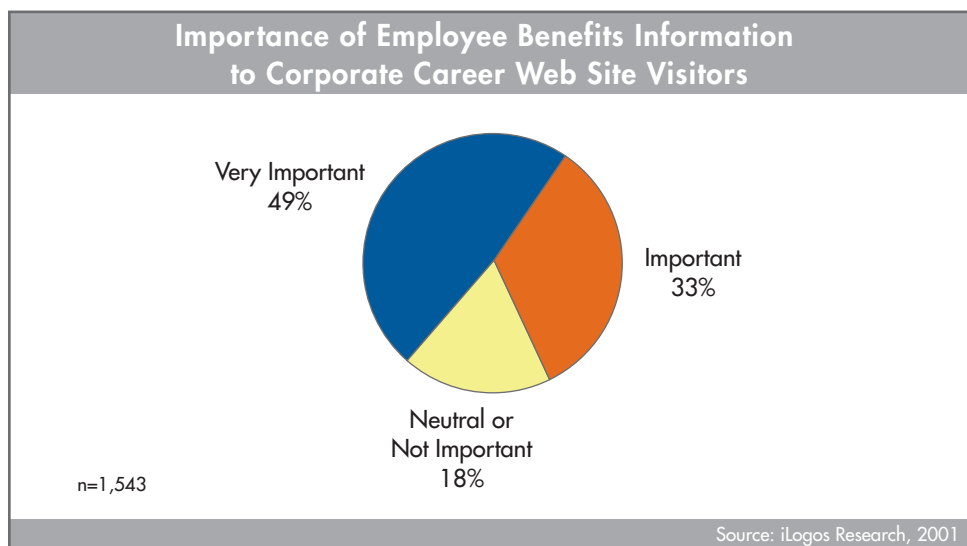
**Perception:** Online jobseekers don't care about employee benefits information.

vs.

**Reality:** Employee benefits information is the most valued information to corporate Career Web site visitors.

Traditionally job descriptions have included cryptic (if any) information on employee benefits. Benefits have been disclosed late in the job application process; at the first or second interview and often in a standard company brochure. Today's Career Web site visitors are cognizant that employee benefits are very much part of the job offer package, and a factor in their decision about pursuing opportunities with the company. Rather than discounting the importance of benefits information, jobseekers want disclosure of such information during their initial perusal of job listings.

**DATA:** Eighty-two percent of Career Web site visitors consider information on employee benefits important (33%) or even very important (49%).



**INSIGHTS:** With comprehensive information, prospective candidates can make more fully informed decisions about a company as a desirable place to work. For some, providing benefits package information may achieve the goal of convincing them to convert from being a visitor or browser, to submitting an application and entering into the candidate pool. For others, it may serve to self-screen them out of the pool.

✓ 52 percent of Career Web site visitors are on the employment page browsing (28%) or researching the company as an employer (24%).

Providing employee benefits information on the corporate Careers Web site is an efficient way to use the self-service environment of the Web. Resource allotment from the corporation is minimal, and the corporation benefits from a more fully informed candidate pool.

✗ Only 55 percent of Fortune 500 companies publish information on employee benefits in the Careers section.<sup>7</sup>

#### **RESULTS-BASED ACTIONS:**

1. Corporations should provide comprehensive, up-to-date information about the employee benefits package to Career Web site visitors.

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<sup>7</sup> iLogos, (2000) p. 62.

## 7. Salary Range Data

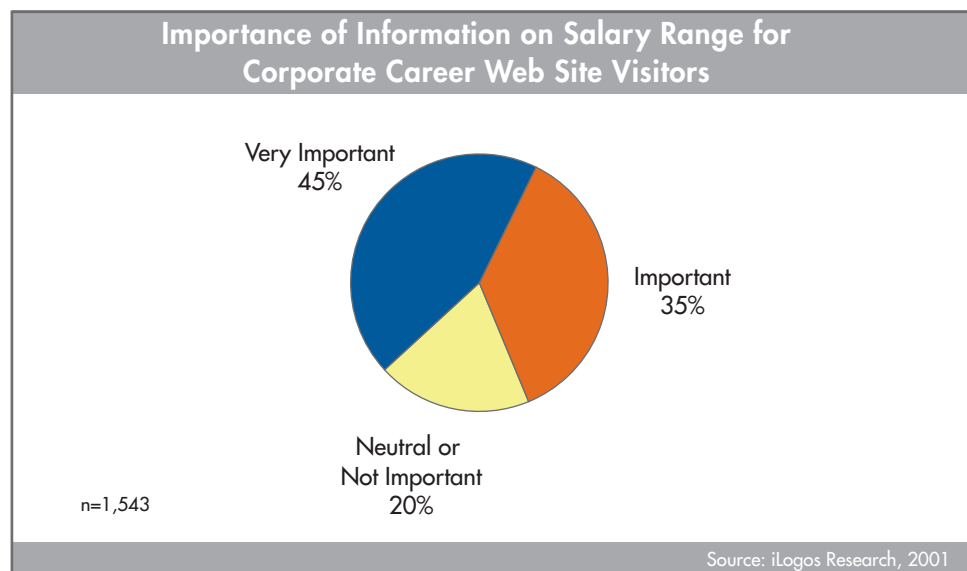
**Perception:** Salary range is not important to online jobseekers.

vs.

**Reality:** Three-quarters of corporate Career Web site visitors want salary range information.

Posting salary range information as part of job descriptions has not been standard either in print classifieds or online in most countries. Competitive concerns, the risk of creating internal employee dissatisfaction, and the general custom to keep salary information private and unspoken has created reluctance among most employers to reveal this information publicly. Although this has been the convention to date, Career Web site visitors are unequivocal in their desire to see salary ranges posted with jobs on the Careers Web site.

**DATA:** Eighty percent of corporate Web site Careers sections visitors consider it important (35%) or very important (45%) to view salary range information.



**INSIGHTS:** The Internet's greater openness of information, and specifically the proliferation of salary Web sites that benchmark compensation by position and location have changed expectations. Jobseekers want information that will enable them to self-select for the position. Viewing salary range information can help them target the right level of job, effectively filtering in or out positions that are a good match for them.

In contrast, online jobseekers are somewhat reticent to provide their own salary range information on an online job application. Although they welcome the posting of salary information, they are less inclined to disclose their own salary range information.

- ✓ 61 percent of Careers Web site visitors would be willing to provide salary range information in an online job application.

#### **RESULTS-BASED ACTIONS:**

1. Corporations should provide meaningful salary ranges in online job descriptions.

**III. CORPORATE CAREER  
WEB SITE VISITORS  
BEHAVIOR**



## 1. Profile Information

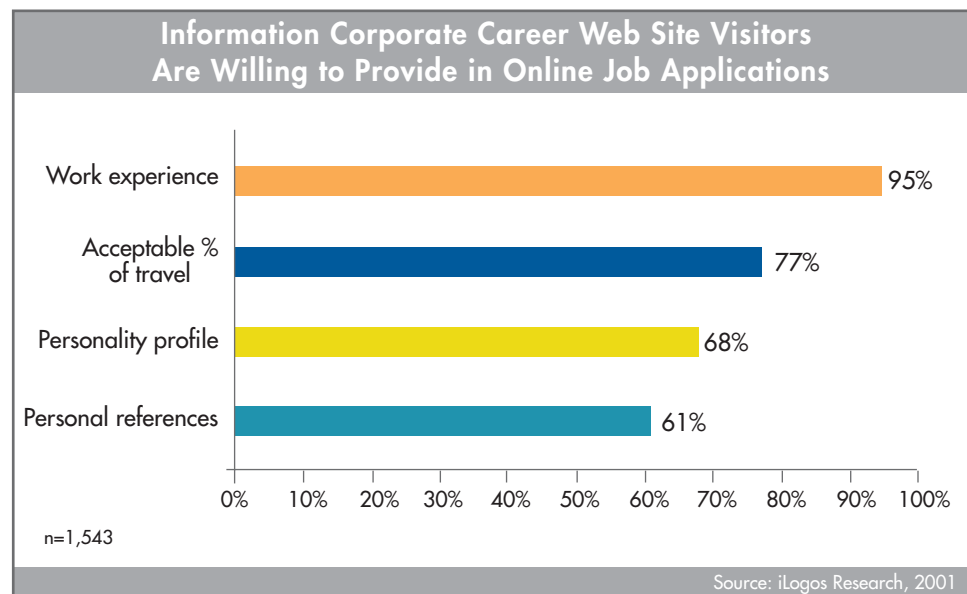
**Perception:** Candidates will only provide their resume online.

vs.

**Reality:** Candidates are ready to complement resume information with additional profile information.

There is a growing realization among corporate recruiters that the resume (candidate-driven information) needs to be supplemented with additional information (recruiter-driven information) in order to align supply and demand, and develop a more rounded profile of the candidate. Today, online candidates indicate a willingness to divulge much more specific information to speed up the process and facilitate a better fit.

**DATA:** A significant majority of survey respondents indicate a willingness to provide details on their personality, work-style preferences and references.



**INSIGHTS:** Candidates are willing to provide information they deem relevant or material to their matching to the requirements of a job position. A high percentage (95%) of online candidates are willing to communicate details of their past work experience. In addition, jobseekers are willing to provide information if it improves the match to a job position. Seventy-seven percent of online jobseekers are prepared to indicate their preference for business travel; they are willing to provide personality profiles (68%), and a majority will divulge references (61%) - information not often found on paper resumes.

✗ Only 19 percent of the Fortune 500 gather additional information about the candidates' willingness to relocate, attitudes towards business travel, or other employment preferences.<sup>8</sup>

### **RESULTS-BASED ACTIONS:**

1. Increase knowledge of the talent pool by gathering employment preferences from online candidates.
2. Standardize the data on candidates' employment preferences, and use it in an automated matching process.

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<sup>8</sup> iLogos, (2000) p. 72.

## 2. Search Methods

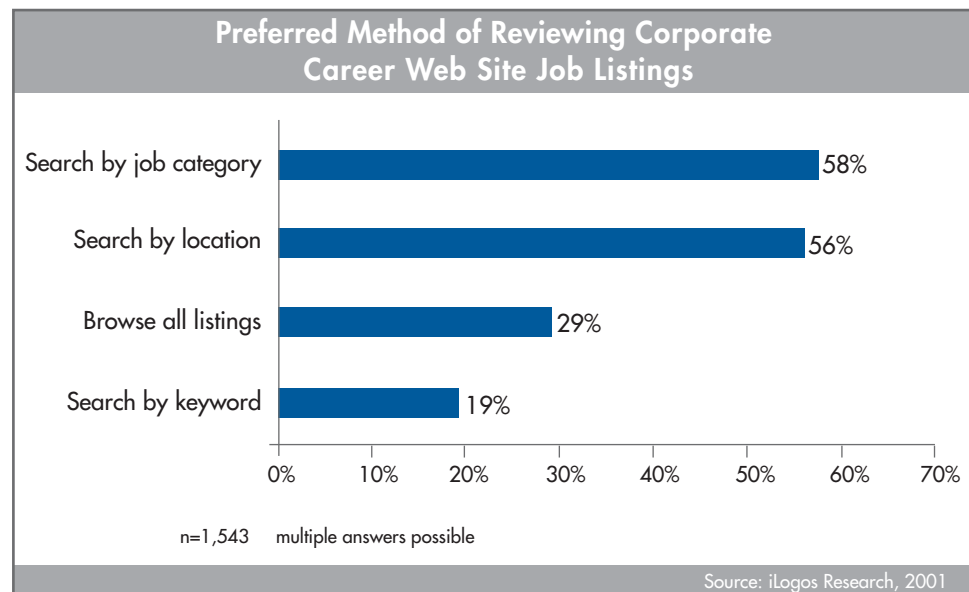
**Perception:** Keyword search is the best way to search online job postings.

vs.

**Reality:** Candidates favor job category and location search.

Keyword search has seemed to be a user-friendly way to pinpoint specific information with few clicks. However, Career Web site visitors much prefer searching job listings by job category and/or by location as their method of finding desired information.

**DATA:** Almost three times as many Career Web site visitors would choose to search job listings by job category and/or location.



**INSIGHTS:** Once visitors are attracted to the Careers section of the corporate Web site, the right tools and functionality need to be offered to encourage the next step towards applying to open job positions. Providing search tools for visitors to filter listings reduces the scope of a job search to just those positions that fit the candidate's interests. That smoother process for the jobseeker translates into a higher candidate capture rate.

**X** Forty-two percent of the Fortune 500 gives jobseekers the ability to search a database of open job positions by any criteria on their corporate career Web sites.<sup>9</sup>

### **RESULTS-BASED ACTIONS:**

1. Set up back-end systems with a jobs database tagged by job category or department, and job location.
2. Have a user-friendly screen interface that offers the options for searching listings by job category and/or location.
3. For maximum targeting, allow jobseekers to search by all three criteria: job category, and location, supplemented by keyword.

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<sup>9</sup> iLogos, (2000) p. 65.

### 3. Skills-based Questions

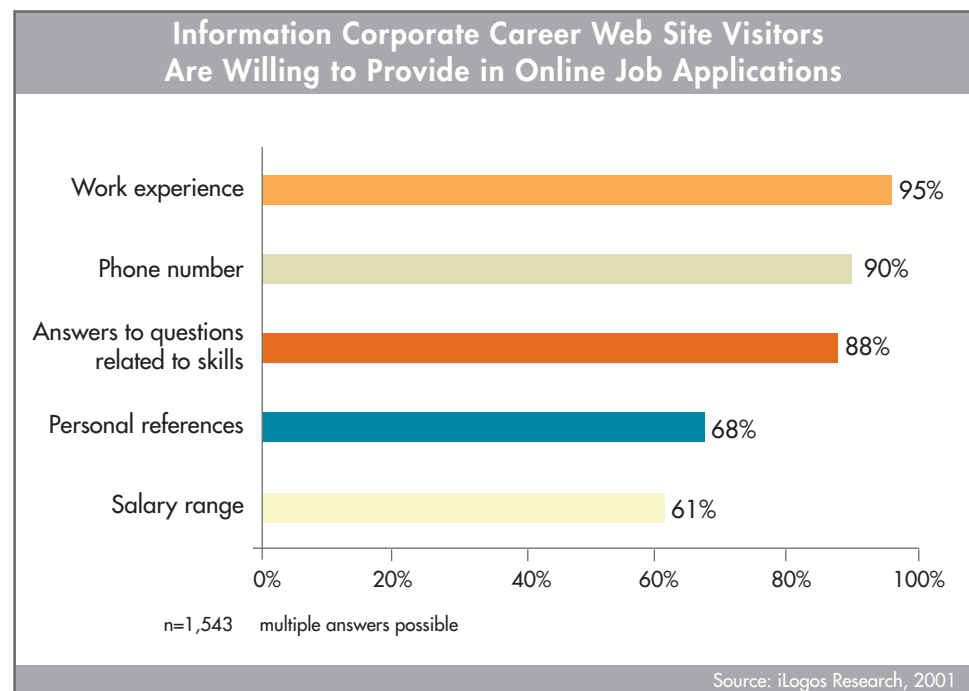
**Perception:** Online candidates won't answer skills-based questions.

vs.

**Reality:** Online candidates welcome questions about their skills.

Online recruiters can use the greater interactivity of the Web to pull the information that they need from candidates in order to make a proper and faster hiring decision. This involves asking direct questions about the match between candidates' skills and the requirements of the position. Skills-based questions can be asked of Career Web site visitors 24/7 and, with the right back-end processing, can effectively be used to prescreen candidates and automatically generate a short list. However, there has been concern over whether the candidate is willing to take the time and trouble to provide the answers the recruiter is looking for. Survey data is clear; candidates will respond to skills-based questions.

**DATA:** A large majority of candidates, 88 percent, are willing to answer questions about their skills.



**INSIGHTS:** The survey respondents indicate that Career Web site visitors are nearly as willing to provide answers to skills-based questions as they are willing to provide more conventional resume information such as their phone number, and work experience. The percentage even exceeds the percentage of those willing to provide other types of information (including personal references, and salary range).

As expected, happily employed, passive jobseekers are almost twice as likely not to have an up-to-date resume ready.

- ✓ 24% of happily employed Career Web site visitors do not have an up-to-date resume ready, compared to 13% of those who are looking for a new job.
- ✗ Less than one percent of the Fortune 500 use skills-based questions as part of the initial pre-screening on their corporate Career Web sites.<sup>10</sup>

With nearly ninety percent of candidates willing to answer questions concerning their skills and how those skills relate to the requirements of the specific job position being applied for, corporations are missing out on a tremendous opportunity to arrive at a shortlist of candidates quickly and more efficiently.

### **RESULTS-BASED ACTIONS:**

1. Incorporate skills-based questions individualized to the particular requirements of each job position into the online job application process.
2. Provide methods for job application other than resume submission.
3. Have systems in place to take advantage of skills-based questions for prescreening, and short-listing qualified candidates.
4. Create company-specific templates of skills to help corporate recruiters best query online jobseekers.
5. Make best use of information gathered online by placing it in a centralized skills database available to recruiters and hiring managers.

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<sup>10</sup> iLogos, (2000) p. 67.

## 4. Time Allotment

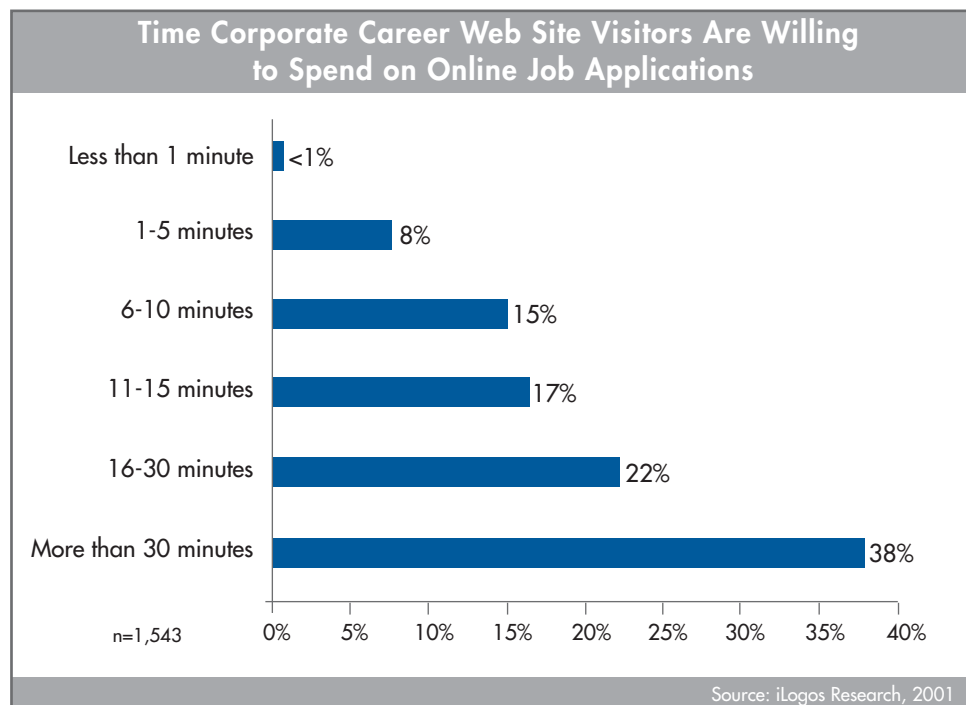
**Perception:** Candidates won't spend more than five minutes on online job applications.

vs.

**Reality:** Candidates will spend the time necessary to apply online to a job of interest.

Web users are often characterized as impatient, liable to abandon a Web site if it takes too long to fulfill the purpose of the site visit. Those characteristics have resulted in corporations limiting their expectations of what they can request from an online job-seeker's brief visit. In direct contradiction to this approach, corporate Career Web site visitors indicate a very high tolerance for longer online application methods.

**DATA:** Ninety-two percent of candidates are willing to spend more than 6 minutes applying online to a job of high interest. Sixty percent of candidates are willing to spend more than 15 minutes applying online to a job of high interest.



**INSIGHTS:** More significantly, those who are willing to take more time applying online are also more disposed to use that time to communicate in-depth information about their skills and competencies.

✓ Willingness to spend considerable time applying is not limited to those who are actively looking for jobs. Thirty-eight percent of those who are currently employed are willing to spend more than thirty minutes applying.

✗ Only 19 percent of Fortune 500 companies use candidate profilers, while less than one percent pre-screen candidates with skills-based questionnaires.<sup>11</sup>

### **RESULTS-BASED ACTIONS:**

1. Use candidates' time to the fullest by using automated skills-based questionnaires and self-service candidate profiles to gather the information on skills and competencies that recruiters need to make a well-informed decision.

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<sup>11</sup> iLogos, (2000) p. 67.

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## CONCLUSION

The corporate Career Web site is both a leading corporate ambassador, and a significant candidate sourcing and prescreening tool. As is evident in the myths disproved by the survey data, misconceptions about its audience, use and application limit its true power. Survey data makes clear the need to accommodate a visitor stream rich in its diversity, comfortable with web-based information exchanges, and demanding in its expectations. These online jobseekers want to utilize the self-service Internet information resources to educate and prescreen themselves for corporate Career choices. In response, they will commit their time; share information on their skills, experience and credentials; and communicate their goals and preferences.

Substantial research has been conducted on corporate Career Web sites. The iLogos report *Best Practices for Fortune 500 Career Web Site Recruiting*<sup>12</sup> (and its addendums on the current practices of the European 500 Companies, and the Canadian Top 100 Companies) outlines specific features and functionalities for corporations to optimize the corporate Web site recruiting opportunity. Coupled with a profound understanding of jobseeker behaviors and attitudes, corporations can benchmark current practices and set action-item targets in order to best:

- Attract the largest candidate pool
- Convince corporate Career Web site visitors to see the corporation as an employer of choice
- Engage corporate Career Web site visitors in an ongoing communication and relationship
- Capture candidate information in a variety of forms and formats
- Process online jobseeker information on the back-end with automated systems that meet jobseeker's expectations for responsiveness, and seamlessly integrate with the entire corporate recruiting process.

The corporate Careers Web site can be a broad-reaching, central component of the corporate recruiting strategy. It must provide a pleasing experience to visitors, and an efficient interface for the corporation's back-end recruiting process. Corporations can continuously improve the corporate Careers Web site through the intelligence from

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<sup>12</sup> Available at [www.ilogos.com](http://www.ilogos.com)

Web site log analysis, online jobseeker surveys and ongoing knowledge of best practices to achieve corporate goals for efficient and effective recruiting.

Strong branding enjoyed by large corporations translates into an abundant visitor flow to the corporate Web site – and its Careers section. To manage and maintain the volume, hiring management systems automate many of the information gathering and filtering tasks. Leading-edge systems automate the recruiting workflow to quickly identify the quality candidates. With an optimized corporate Careers Web site front-end unified with a hiring management system's automated workflow on the back-end, large global corporations today can reap the benefits of powerful, enterprise-wide recruiting.

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## Methodology

Data was gathered through an online survey conducted from March 15 to May 24, 2001.

The survey appeared on the Career Web sites of four Fortune 500 companies; to maintain confidentiality, these companies are not identified in the report.

The survey was completed by 1,543 individuals.

All statistics given in this report based on the full sample are 95% statistically significant +/- 3.5%.

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## About iLogos Research

iLogos Research analyzes best practices and innovative information technologies to provide intelligence, strategies and results-based consulting for large corporations, to optimize human capital assets. The research driven consulting practice produces primary data on industry trends, impact of new technologies, best practice methodologies and benchmarking to provide fundamental metrics and intelligence-based actions.

Published reports and studies include *Best Practices for Fortune 500 Career Web Site Recruiting*; *Global 500 Web Site Recruiting, 2000 Survey*; *Lessons from the Global 500, 1999*; and *Achieving Results with Internet Recruiting, 1998*. Founded in 1997 as iLogos Internet Intelligence, iLogos Research today is recognized as the most rigorous source of data for human capital Internet-related issues.

iLogos Research ([www.ilogos.com](http://www.ilogos.com)) is the independent research and consulting division of Taleo. Taleo ([www.taleo.com](http://www.taleo.com)) is the leading provider of online hiring management solutions for Global 1000 companies.

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## About Taleo

Taleo, Inc. ([www.taleo.com](http://www.taleo.com)) powers enterprise recruiting and talent optimization for leading companies across many industries. Among Taleo clients are Hewlett Packard, Dow Chemical (NYSE: DOW), Agilent, Hasbro, American Airlines, United Airlines, Deloitte & Touche, Bombardier Aerospace and Transportation, MetLife, Cabletron Systems (NYSE: CS), and Sutter Health. Taleo is the first company to align talent demand and supply—electronically—to reduce reliance on third-party intermediaries in the hiring, internal talent matching/deployment and retention processes. The company's Recruiter WebTop solution leads to faster time-to-contribution, lower cost-per-hire, and ultimately, increased quality of hires. Taleo is considered to be the best-practice ASP for recruitment management solutions, based on its proprietary ACE Recruiting™ methodology, designed in collaboration with large corporations to engineer and streamline the corporate recruiting and internal talent matching and deployment processes. Taleo is a contributing member of the HR-XML consortium.

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## About the Authors



### Yves Lermusiaux

Yves Lermusiaux is Vice President, Strategy and Content of Taleo, and President of Taleo/ iLogos Research. Mr. Lermusiaux is the author of numerous reports analyzing the Internet and its impact on the recruiting process, including *Lessons from the Global 500*, and *Achieving Results with Internet Recruiting*. His articles and commentary are published regularly in publications such as Electronic Recruiting Exchange, IHRIM, and CareerXroads.

Before joining Taleo, Mr. Lermusiaux founded and was subsequently president and chief of research of iLogos Corporation, the preeminent provider of online recruiting intelligence in North America. On the cutting edge of consulting, training and research, iLogos served major corporations throughout the world and today continues to be recognized as the leading provider of online recruiting information. In September of 1999, iLogos Corporation was acquired by Taleo, Inc., an online hiring management solution provider for Global 1000 companies.

Mr. Lermusiaux has been quoted in leading business press worldwide, including *Fortune*, *The Wall Street Journal*, *Financial Times*, *Business Week*, *The Industry Standard*, and *Time Magazine*.

Prior to founding iLogos, Mr. Lermusiaux worked in London (UK) as an analyst and consultant for Romtec and MBI serving Fortune 500 companies including IBM, Oracle and Compaq.

Mr. Lermusiaux earned a degree in Physics, Philosophy and a diploma in Economics from the University of Brussels and from the University of London.



## Alice Snell

Alice Snell is Director of Content Services for Taleo, and Vice President of Taleo/ iLogos Research. She is a leading industry analyst and co-author of the iLogos Research Internet Intelligence Reports, *Best Practices for Fortune 500 Career Web Site Recruiting*, and *Global 500 Web Site Recruiting*, and has authored numerous articles on recruiting technology and human capital management issues.

Prior to joining Taleo, Ms. Snell was a senior analyst at Kennedy Information, a leading information source on recruiting and human resources, where she published a number of comprehensive reports on the industry, including *Recruiting Dot Com: The Impact of the Internet on Executive Search*. Additionally, she spearheaded the company's Web site design and helped launch the strategic partnership between Kennedy Information and *The Wall Street Journal's* interactive careers Web site, [careers.wsj.com](http://careers.wsj.com).

As an "early adopter" and proponent of the Internet's power in recruiting, Ms. Snell authored *The Job-Seeker's Guide to On-Line Resources in 1994*, followed by the second edition in 1995. She has been a contributing editor to *Executive Recruiter News*, *Recruiting Trends*, *Human Resource Management News* and *Consultants News*.

Ms. Snell has been quoted in leading media including *The Boston Globe*, *Chief Executive*, *The New York Times*, *PC Week*, *IT Recruiter*, and *CNBC.com*. Ms. Snell has also contributed commentary to Electronic Recruiting Exchange, AIRS, HR.com, Vault.com and Recruiters Network.

Ms. Snell holds a Master of Science degree from Boston University and a Bachelor of Arts *cum laude* from Brandeis University.

## iLogos Research Bibliography

Additional information on reports and studies is available from iLogos Research at <http://www.ilogos.com>

### **Global 500 Web Site Recruiting, 2001 Survey**

Study reports online Web site recruiting activities for large global corporations has expanded significantly in Europe and Asia Pacific.

(Free Download)

### **Best Practices for Fortune 500 Career Web Site Recruiting**

Groundbreaking benchmark study of recruiting practices on the Web sites of North America's leading companies.

(Available by order)

#### **Addendum: Canadian Top 100 Companies**

Addendum to Best Practices for Fortune 500 Career Web Site Recruiting

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### **Achieving Results with Internet Recruiting, 1998**

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