

Connections

Covering the people side of contact center management



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Tips for Engaging Recruits Online

Successful online recruiting programs echo today's successful e-marketing initiatives. Just as the World Wide Web provides your company with important channels for interacting with clients, it also provides important channels for interacting with job applicants.

Interactivity Is Key

Phone calls and face-to-face meetings aren't our only communication options anymore. Now many of you are leveraging the Internet to establish and maintain two-way communication with potential applicants in whole new ways. And frankly, many people expect it. Career sites, blogging, social networking sites, targeted online ads, instant messaging, email, and text messaging have become common, especially for the under-30 crowd.

Borrowing from lessons learned in e-marketing, we encourage you to address four important elements of interactivity when preparing your online recruiting strategies: reciprocity, responsiveness, speed of response, and nonverbal communication. Each one plays an important part in creating engaging recruiting experiences.

Reciprocity is the extent to which communication is a mutual exchange. Social networking, blogs, and other Web 2.0 technologies are increasingly common ways for you to communicate with potential job applicants. The key to forging a relationship lies in giving people what they want when they want it.

Please keep in mind that while the Web can foster communication with applicants, it also allows applicants to interact with each other. The influence of word of mouth has expanded exponentially because of the Internet. People

Webinar Explores Virtual Work Strategies

Thinking about remote work arrangements? Barbara LoRusso, Ph.D., recently discussed the current state of virtual work and how companies are navigating this cultural and tactical shift. She covered

- Trends in virtual work deployment
- Skills, preferences, and attributes that differentiate successful virtual workers from others
- Strategies to effectively manage and coach virtual workers and virtual teams

[View the Webinar recording today!](#)

New Program Helps Your Company Bridge Generation Gaps

The ability to recognize and bridge generation gaps can create a powerful competitive advantage. LIMRA's new *Managing and Training Across Generations* will help your company create a work environment that supports and includes the different styles of today's workforce. Participants will add tremendous value to your business by learning how to

- Create cross-generational synergies
- Reduce workplace conflict
- Better manage, train, coach, and retain employees from different generations

can share their positive or negative opinions with online communities. Now more than ever, we recommend that you work hard to ensure that applicants have only flattering reviews to share!

Responsiveness is the degree to which your responses are appropriate, relevant, and able to resolve the applicant's information needs. Highly responsive communications will engage people and boost your company's image. Misleading communications, on the other hand, can have a very negative effect on your relationships with applicants. It's a good practice to be transparent and treat communications with respect.

These guidelines are critical to the success of both online recruiting and the career section of your Web site. In an age of automated replies, people contacting you through these portals may be pleasantly surprised by meaningful, personal responses from your team!

Speed of response. The Web allows rapid responses, giving you the ability to quickly engage people at the height of their interest in your center. Email, instant messaging, and online chat can be utilized for virtually immediate two-way communication.

Nonverbal communication, which includes graphics, animation, and sound, can also have a strong effect on perceived interactivity. You have the opportunity to enhance the online experience with your company, but irrelevant nonverbal communication can distract. E-marketers know that you benefit by giving Web site visitors the ability to choose when they are exposed to images, animations, or videos. Providing high levels of control can start a positive relationship between you and potential applicants. We encourage you to be aware of what others in your market are doing as you work to provide a reasonable level of interaction.

Enhancing Your E-Recruiting Program

Interactivity plays a key role in engaging applicants. Here are four e-recruiting rules of thumb to keep in mind:

1. E-recruiting initiatives should create awareness, generate interest in your career opportunities, and build relationships. They should build toward the (typically) face-to-face interactions that seal the deal.
2. Building trust helps sustain relationships and should be a top goal of e-recruiting efforts.
3. Interactivity plays an important role in building trust.
4. Ensure that resources are available to quickly respond to applicants.

As the Web continues to evolve, there will be new opportunities for you to establish and build relationships

For more information, please contact Wendy Weston at 860-285-7727 or wweston@limra.com.

Identify and Develop People Who Can Successfully Work Remotely

The new [Virtual Worker](#) assessment test identifies current employees and job candidates who can succeed as remote customer service, sales, claims, underwriting, IT, and operations personnel. Equally important, you receive the coaching advice and self-development information you need to enhance their on-the-job performance outside the office.

For more information, please visit us [online](#), or contact Rhonda Giacomarra (860-298-3951 / rgiacomarra@limra.com) or Nicole Overmeyer (770-984-6450 / overmeyern@loma.org).

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opportunities for you to establish and build relationships with applicants. But the fundamentals of interactivity will always apply.



Case Study: Transparency Matters

Wal-Mart learned that a lack of transparency can damage your reputation. The 2006 blog "Wal-Marting Across America" was presented as the cross-country adventure of a couple who parked their RV in a different Wal-Mart parking lot every night. When it was revealed that the blog was maintained by a freelance writer and professional photographer who were being paid by Wal-Mart, the deception tarnished the company's image in the eyes of many customers.

Lesson learned: Be transparent about the motives behind your blogging or other social networking initiatives.