

Where Empathy Meets Efficiency

How to Align a Mission-Driven Recruitment Strategy with Business Goals with Bill Musman, Vice President of Talent Acquisition and Resource Management at AmeriHealth Caritas



Hiring for Values-Alignment

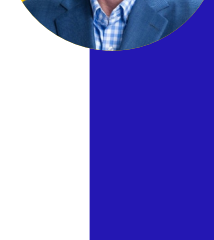
How do you hire for values-alignment in a mission-driven organization? According to our executive speaker from AmeriHealth Caritas, it requires a story-based approach to personas, value propositions, candidate assessment, recruiting metrics, and more. Read on for a summary of the topics discussed and insight discovered during this exclusive roundtable discussion.

Watch the Roundtable

1

To hire for mission fit, you have to get your story straight.

Are your employees right for you and are you right for them? For mission-driven organizations, the mission is the EVP and a key lever in the attraction, engagement and retention of talent. Stories to “share the experience” populate your recruitment pipeline with great applicants who are genuinely motivated to work for you. It's TA's job to tease out those stories and use them as an attraction mechanism for candidates whose personal values align with the organization's.



On the EVP

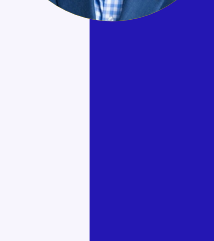
“We have so many stories to tell; we live the mission every day. It's finding ways to tease that out so we can promote it.”



2

Look beyond skills in your candidate personas.

The best candidates may not have the best resume or interviewing skills, but they may have the empathy, life experience and soft features to excel at delivering the mission. Getting creative with job descriptions, behavioral interviews, and story-based interviewing can help limit the interviewer's bias by focusing on the candidate's context as much as their skills.



On Candidate Personas

“The most effective people have experienced what our members are going through. We're hiring for empathy.”

3

The recruiting process is an extension of the mission.

When your mission is to eradicate poverty, it makes sense that you apply it to employees as well as the communities you serve. From getting jobs out to underserved communities to putting heavy focus on the development and retention of employees once they're hired, the goal is to create a virtuous circle where the mission is lived in every process, every day.



On Mission

“Everything we do is driven to help eradicate poverty. Whether I'm talking to the CEO, executive leaders, my recruiting team or the people we're recruiting, mission is embedded in everything that we do.”



4

Hire for empathy, with empathy.

You can't hire for empathy skills with a canned recruiter response. Recruiters need to embody the traits they're hiring for and build those good, strong, trusted relationships with candidates. Candidate surveys and NPS scores provide an outside way of measuring empathy. High-touch and thoughtful communication must be delivered to anyone who enters their recruitment funnel, regardless of success.



On Empathy

“I expect recruiters to be staying in touch with candidates that whole time and I hold them accountable. It's getting to know the candidates and building trusted relationships.”

5

Choose metrics that align with the mission.

Recruiters need to know, did they hire the right people? They should know a great candidate when they see one, and be able to find them, attract them, assess them, and close them. To do that, they need to know which people are staying, getting promoted and moving throughout the organization. Retention, promotion, upskilling, and mobility metrics matter, because the recruiter's job is not over when the employee starts on day one.



On Metrics

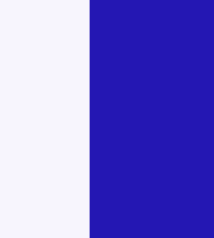
“We need to make sure that we have hired the right people. Are they staying, are they producing, are they performing well? Once they're here, how do we continue to provide the skills they need to grow?”



6

Efficiency is the art of operationalizing the EVP.

Traditional recruiting metrics are still important but they will run into the mission. You'll need to strike a balance between delivering the efficient and creating an operationally efficient TA team and services that you can offer to the businesses. It's hard to do when recruiting at scale. The EVP can do some of the heavy lifting. The mission and the metrics are not a zero sum game.



On Efficiency

“I want to make sure that we've operationalized, we have an efficient TA organization, and we're seen as experts. But at the same point, I'm drawn towards our mission and that what we do impacts the members every single day.”

About JobSync

JobSync's Hiring Operations Platform is at the forefront of Talent Acquisition innovation, designed to streamline and improve recruitment processes to achieve their hiring goals. JobSync optimizes hiring experiences for candidates and recruiters alike, doubling hiring velocity, ensuring legal and data compliance, and keeping candidate data secure. JobSync vastly improves the candidate journey and recruiter productivity and adapts to existing hiring technology and purpose-built business processes, allowing employers to grow even in challenging markets. Leveraging unbiased, cutting-edge technology and a deep understanding of recruitment challenges, JobSync is committed to revolutionizing how employers approach hiring operations, ensuring a competitive edge in today's dynamic market. Experience the future of recruitment with JobSync – where efficiency meets excellence.

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