BOOK REVIEW

Social Media Recruitment

Headworth, A. (2015). *Social media recruitment: How to successfully integrate social media into recruitment strategy.* London, United Kingdom; Philadelphia, USA: Kogan Page. 204 pp. ISBN: 978-749473709.

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*S*ocial Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy, offers a valuable guide to small and medium-sized companies evaluating the integration of social media sites into their recruitment of human capital. Based on personal knowledge gained through more than twenty-five years of experience in the recruitment industry, author Andy Headworth has published his second book, which consists of twelve easy-to-follow chapters. He thoroughly explains why and how to recruit socially, as well as how to use evaluation methods for this new trend. Those seeking to integrate social media into recruitment will find the text reliable and enlightening.

The text begins with Headworth acknowledging that the combination of social media and recruitment can be confusing mainly due to a lack of knowledge. Furthermore, he believes that companies should take advantage of the evolution of technology, but without underestimating the danger that this might present. To explain "why" social media sites should be integrated into the recruitment process, the author explains the imminent lack of global human talent in subjects such as science, technology, engineering, and mathematics (STEM). He also mentions the clear disparity between the supply and demand of skills, and how this is leading companies to embrace creative strategies while enhancing the employer brand to attract candidates. He summarizes, "This is not a new trend, as there has always been a supply-and-demand rationale behind recruitment.

However, the fast-changing technological world of social, mobile, digital, and cloud has brought with it recruitments for new skill, knowledge, and experience."

The primary focus is on "how" employers can successfully integrate social media into their recruitment strategy. Headworth wisely takes into consideration that the main concern for employers is knowing how to choose the correct platform. Since not all platforms serve the same purpose, employers could be wasting time if they neglect to investigate this aspect beforehand. The best advice Headworth gives is that when choosing an adequate social media site employers should think about the business and social media objectives and whether or not they align. Headworth says that employers should view this strategy as a "tree" where the roots are composed of the actual work done (such as analysis, monitoring, technology, support, content, objectives, and measurement); the trunk as the culture and values that influence the business; and the foliage, which represents the social media accounts and what they symbolize.

The author emphasizes the need to measure and monitor this process, without forgetting about the actual outcomes resulting from the integration of social media into the recruitment process. The term "measuring" refers to tracking fan growth, subscribers, and likes, in addition to social interactions. "Monitoring" refers to listening to brand discussion on social media sites. The best features of this book are the helpful tips provided for small and medium-sized businesses who are considering integrating social media into their recruitment strategy. Headworth acknowledges that recruiters, managers, and CEOs will have different objectives in terms of ROI (Return On Investment). For example, social media recruiters often concentrate on engagement data such as likes, re-tweets, shares, fans, direct messages, etc. Meanwhile, the leader evaluates social media analytics such as relevance, influence, and insight. Lastly, the CEO focuses on the business metrics including costs, reputation, and brand.

Headworth predicts an increase of social media integration into recruitment strategies. Social media will serve as the main form of communication with job applicants and employers will have to adapt to new trends, such as the frequent use of mobile devices. Research conducted on social media and recruitment suggests web-centered recruitment can help employers influence job candidates while also providing a method for cultural fit evaluation (Sharma & Nagendra, 2017). Recruiting with social media can also

be beneficial in areas such as cost, time, quality of and diversity of applicants, and employer brand (Sharma & Nagendra, 2017). Furthermore, to corroborate Headworth's predictions, as of 2018, Social Media Recruitment 3.0 has become a new standard for strategic recruitment. Web 3.0 refers to "networked digital technologies that support human co-operation" and it will affect the recruitment strategies in reference to communication perceptions (Aggerholm & Anderson, 2018, p. 125).

Headworth clearly states that the intention of his book is to assist small and medium-sized companies in integrating social media into their recruitment strategy. Nevertheless, managers, entrepreneurs, leaders, and students would benefit from this guidebook. With global competition so prominent, businesses could greatly benefit from the text to help diversify and/or increase their human talent. It is clear that this book would not provide much assistance to those familiar with social media; nonetheless, they could still benefit from several useful tips regarding analytics. Undergrad business students exploring this book will find vital information, especially those majoring in human resource management and exploring the field of recruitment. The development of the material came from the author's personal experience, research on how businesses have successfully integrated social media (case studies), and the insight of other professional recruiters. The text presents encyclopedic knowledge on social media and recruitment. Readers will find a demarcation tool to understand social media at a different level by changing the focus from a simple communication channel with family and friends, to a valuable business asset.

References

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