

YAHOO! hotjobs®

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R.E.A.L. Playbook

Best Practices for Posting,
Editing and Managing Jobs

Yahoo! HotJobs is redefining recruitment to help recruiters find the right one. We are providing unparalleled reach to both active and passive candidates, unique insights into job-seeker behavior, and a robust set of recruitment solutions. Our innovative insights-driven job-matching technology is based on R.E.A.L. which stands for

- R - Relevance: Matching text in your job title & description to the keywords that candidates use
- E - Engagement: Measuring how well candidates respond to your job
- A - Availability: Ensuring that the positions displayed are still unfilled
- L - Location: Making sure the jobs shown are in a location of interest to the candidate

R.E.A.L is the set of principles that we have developed based on Yahoo’s innovation in search technology over the past decade. In addition, we have conducted extensive research studies:

Quantitative Job Study

- Conducted an in-depth performance study of over 30,000 active jobs
- Used representative sample of the entire Yahoo! HotJobs customer base
- Analyzed various attributes of job titles and descriptions and their impact on performance

Qualitative Job Seeker Study

- Studied job-seeker behavior during job-search and job-apply process
- Evaluated real users in Yahoo!’s renowned usability labs
- Determined characteristics of job titles and descriptions that attract or deter job seekers

Based on the results of these studies, we have developed recommendations for posting, editing and managing jobs. By following these best practices, recruiters can improve performance.

I. Best Practices for Writing Effective Job Titles

1. Ensure that the actual title is used in the job-title field. Normally, job seekers click on job titles that have the exact keywords they typed in their search.

Ineffective	Effective
Experienced and Proven Salesperson	Sales Representative

2. Use simple job titles, not gimmicky ones. Research indicates that straightforward job titles get 50% higher response than gimmicky job titles.

Ineffective	Effective
It’s time to become a star in 2008!	Manager Trainee

3. Use standard spelling and grammar within the job title. Do not use abbreviations or acronyms.

Ineffective	Effective
Sr. Mgr	Senior Manager

4. Do not write job titles in question form. Job seekers perceive such titles to be less trustworthy.

Ineffective	Effective
Do you want to work on Wall Street?	Senior Financial Analyst

5. Do not use a vague job title. Be as specific as possible.

Ineffective	Effective
Writer	Proposal Writer
Lawyer	Defense Litigation Lawyer
Photographer	Wedding Photographer

6. Add a key skill in the job title if it makes the job more targeted.

Ineffective	Effective
Translator	Translator - Chinese Language
Software Engineer	Software Engineer - .NET
Security Officer	Security Officer - K9 Handling

7. Avoid stuffing the job title with too many keywords.

Ineffective	Effective
Territory Management, Aesthetics, Ortho, Pediatrics	Pharmaceutical Sales Manager
Python, Ruby, Java, C#, C++ or PHP Back end systems architect	Back-end Systems Architect

8. Specify in the job title if the job is part-time.

Ineffective	Effective
Receptionist	Receptionist - Part-time
Furniture movers needed ASAP	Movers - Part-time

9. Do not capitalize words in the job title unless it is appropriate. Job seekers perceive capitalized job titles as unprofessional.

Ineffective	Effective
CNC MILL MACHINIST	CNC Mill Machinist
LEASING Agent	Leasing Agent

10. Do not use deceptive job titles that do not match your job description. It can damage your credibility as an employer of choice.

11. Keep your job title concise. Recommended length is 1 to 5 words. Research indicates that job titles with 5 or less words get 60% higher response.

Ineffective	Effective
University has position open immediately for Admissions Officer	Admissions Officer

12. Do not enter salary in the job title. Job seekers perceive this as unprofessional.

Ineffective	Effective
Teller \$20 per hour	Teller
Nurse, CVOR, 25000+ Sign on bonus	Nurse

13. Do not mention 'no experience required' in the job title. Research indicates that job titles without the phrase 'no experience required' have 3 times more response.

Ineffective	Effective
Human Resource / Training /No Experience Needed	Human Resource Trainer
Mortgage and asset management consultant - No experience required - Must Read!!!	Mortgage Consultant

14. Specify the position level of job within the job title.

Ineffective	Effective
Administrative Assistant	Senior Administrative Assistant
Sales Operations	Director of Sales Operations

- Do not enter multiple jobs within the same job title. Such job titles are not targeted. Create separate jobs in these cases.

Ineffective	Effective
Chefs/Bartenders/Servers in a 5-star Hotel	Chef
Store mgr, Asst mgr, Floor Supervisor, Sales	Floor Supervisor

- Do not enter locations within the job title. Put the location in the location field only. Research indicates that job titles without location get 20% higher response.

Ineffective	Effective
Video sales engineering in Irvine, CA & MN, NYC, Sao Paolo	Video Sales Engineer

II. Best Practices for Writing Effective Job Descriptions

- Organization of Job Description

Each job should be arranged into five distinct sections. Use bullet points to ensure that each section is easy to read. Include the following sections:

- Company Information: Write a concise, compelling paragraph about the company. Add important information such as industry, market share, future growth, stability, etc.
- Position Overview: Explain briefly the role and responsibility.
- Responsibilities: Specify day-to-day job duties that are expected in this role.
- Qualifications: Specify both required and preferred qualifications/skills.
- Benefits: Add company benefits such as healthcare, 401K and paid vacation.

Sample Job Description
<p>Company Information We are a leading Fortune 500 company in the consumer product space. We have more than 20 well known brands and operate in 50 countries. Our commercial diversity, technical expertise, and experienced management team enable us to maintain leading market position in consumer products. We are looking for top talent to grow our business – leaders in sales, marketing and business development. We have a strong commitment to diversity (EOE M/F/D/V).</p> <p>Position Overview The Sales Manager will be responsible for planning, implementing, and managing the growth of their assigned business segment, partnering with operations and marketing to achieve sales objectives within company guidelines and directives.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> Meet or exceed budgeted quota for assigned territory. Staff, train, evaluate and develop team members. Create and conduct sales presentations to customers. Establish and monitor key business performance indicators. Assist in negotiation of contracts. <p>Qualifications</p> <ul style="list-style-type: none"> BS degree required, MBA preferred. 3+ years of sales experience in consumer products required. Experience managing people/budgets required. Prior customer management experience preferred. <p>Benefits Commission is offered. Benefits include 401k, medical, dental and 15 days paid holidays.</p>

2. Recommended length of a job description is 150 to 250 words. Research studies have shown that not too long job descriptions are liked by job seekers.
3. Avoid repeating the job title or keywords in any part of the job description.
4. Use industry and occupation specific keywords in your job description. Do not use internal company jargon that may be difficult for job seekers to understand.
5. Although the short description is optional, we recommend filling it out. This will give job seekers a quick sense of what the job is about.
 - Provide a one-line summary of the job within the Short Description field, or
 - Fill in the most relevant keywords for the job.
6. When posting a job fill in all of structured fields. Job seekers scan this information to decide whether or not they qualify for the job.
 - Primary Job category
 - Secondary Job category (enter if needed)
 - Location
 - Salary
 - Position type
 - Job experience
 - Desired education level
 - Travel amount
7. If your job listing goes through the Yahoo! Hide Apply process, be sure to fill in at least one of the following structured fields.
 - Phone
 - FAX
 - E-mail
 - Contact name
 - Apply URL
 - Walk-in location
8. If you offer relocation assistance, be sure to mention 'relocation assistance provided' within the benefits section of the job description. If you prefer only local candidates, please note that fact as well.

III. Best Practices for Writing Non-Standard Job Titles

Types of Non-Standard Jobs

- Work from Home Jobs: Employees work from home instead of in a company office.
- Pay-to-Apply Jobs: Job seekers must pay a fee to apply to a job.
- Other Non-Standard Jobs: E.g. mystery shoppers

Append the special label at the end of non-standard job titles. All other guidelines for writing an effective job title apply.

Table 1:

Rank	Type of Non-Standard Job	Special Label
1	Pay to Apply Jobs	(pay to apply)
2	Work from Home Jobs	(work from home)
3	Other Non-Standard Jobs	(non-standard job)

1. The labels must be appended only at the end of the job title.
2. The brackets for the labels are (). No other characters are acceptable.
3. All characters within the brackets should be lowercase.

Ineffective	Effective
Loan officer, Loan originator: Make up to 100% commission for a Net Branch or Home office	Loan Officer (work from home)

Ineffective	Effective
Make up to 150k a year guaranteed. Invest in yourself [Description says that this requires an investment of \$9.99]	Sales Manager (pay to apply)

Ineffective	Effective
Earn 100k+ by visiting nearby shopping malls	Mystery Shopper (non-standard job)
Are you good at answering the phone?	Telemarketing (non-standard job)

4. If multiple labels are applicable to a job, choose the label with the highest rank (see Table 1).

Ineffective	Effective
Work from Home Customer Care Agent - Investment Required	Customer Care Agent (pay to apply)

IV. Best Practices for Managing Jobs

1. For unfilled positions use the Refresh feature every 7-14 days to indicate that the job is still open.
2. Do not refresh your job daily even if your account has daily refresh capability. Jobs refreshed daily get 35% fewer applies.
3. Do not re-create the same job frequently. Job seekers do not like to see the same job with a new date on it every day.
4. For ongoing recruitment needs, repost your job after 30-60 days and append (continuous recruitment) at the end of your job title. This will help job seekers understand your hiring needs, and it creates more trust.

Ineffective	Effective
Merchandiser	Merchandiser (continuous recruitment)
Truck Driver	Truck Driver (continuous recruitment)

5. Do not post the same job repeatedly. Job seekers perceive repeated postings as potential scams.
6. In the location field, enter the city and state where the job is located. Do not include the location of company headquarters.

Ineffective	Effective
Sunnyvale, CA [Company headquarters]	San Francisco, CA [Actual job location]

7. In the location field, choose a more specific locale as opposed to the broader region. This will improve targeting.

Ineffective	Effective
Los Angeles, CA	Manhattan Beach, CA

8. Do not post the same job in multiple locations, unless the position is really open in those locations. Doing so makes job seekers perceive the job as a potential scam.

Ineffective	Effective
Sunnyvale, CA Mountain View, CA Santa Clara, CA San Jose, CA	Sunnyvale, CA

V. Performance Troubleshooting

Track the following metrics regularly to optimize your performance.

Searches: The number of times the job has appeared in job seeker search results.

Views: The number of times job seekers have opened the job detail page.

Apply Clicks: The number of jobs seekers who started to apply to your job.

You can find the above metrics in the Yahoo! HotJobs Recruitment Center (YRC) by selecting the “Jobs” tab, and clicking on “Detailed view”.

If Searches are increasing but Views are not, then improve your job title. Refer to Section I (Best Practices for Writing Effective Job Titles).

If Views are increasing but Apply Clicks are not, then improve your job description. Refer to Section II (Best Practices for Writing Effective Job Descriptions).

If you have followed the R.E.A.L. guidelines to post, edit and manage your jobs, but still do not get the performance you are expecting, contact your Yahoo! HotJobs sales representative or Yahoo! HotJobs Customer Care representative.