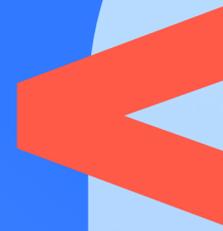




# The Competitive Edge: How to Attract and Retain Top Frontline Candidates |

**emi**



# The State of Recruiting

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Being a talent acquisition leader is not for the faint of heart, especially those who manage high-volume hiring in industries with high turnover rates.

Today, the labor shortage is the main challenge that talent acquisition and hiring teams face. **65% of Mexico-based companies are struggling to attract candidates. Now that the unemployment rate is at pre-pandemic levels of 3.2%, companies may feel like they are doing backflips to win employees<sup>1</sup>.** In the US, durable goods manufacturing, wholesale, and retail trade are experiencing such an extreme shortage that even if every unemployed person with experience in these industries were employed, **only 65% of the vacant jobs would be filled<sup>2</sup>.**

“Recruitment is no longer just a bottleneck for company growth; it’s a bottleneck for companies to run their existing business<sup>3</sup>.”



**Henri Nordström**  
CEO of Jobilla



# Frontline Job Considerations

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So, how can companies win frontline talent in today's market? The answer to this is taking a step back and exploring what matters to frontline workers as they consider a new role.

Three primary categories impact frontline candidates' decision to pursue or move on from a potential job opportunity:

-  **Hiring Process**
  -  **Compensation Package**
  -  **Differentiating Perks**
-  **Let's explore the elements that make up each category.**



1

## Hiring Process

Believe it or not, how simple it is to get a job greatly impacts whether or not vacancies get filled by top talent.



> Ease of submitting applications



> Quality of interview process



> Average time-to-hire



## > Ease of submitting applications

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Research shows that of 100 candidates who begin an application via desktop, only 8 complete the application<sup>4</sup>. And, on mobile, only 1.5 of 100 potential candidates completed the application. Considering that mobile makes up 66% of the candidate pool for frontline roles, addressing how to encourage application completion seems like an essential step to creating a candidate pool rather than a candidate *puddle*.

For hourly workers, applicant abandonment usually happens in the first 3-5 minutes. So, **if a job takes longer than 5 minutes to complete, the candidate drop-off rate increases to 50%-75%**. And **applications with over 25 questions have a drop-off rate of 25%-50%**<sup>5</sup>.

So, it's best just to keep things short and simple.

If a job takes longer than 5 minutes to complete



THE CANDIDATE DROP-OFF RATE INCREASES TO 50%-75%

Applications with over 25 questions



DROP-OFF RATE OF 25%-50%



## > Quality of interview process

From a company's side, high-volume hiring can feel like a game of survival, but if this is evident in your **interview process**, companies may be making their scramble even worse.

**83%** of talent says a negative interview experience can change their mind about a role or company they once liked, while **87%** of talent says a positive interview experience can change their mind about a role or company they once doubted<sup>6</sup>.



Nearly **60%** of candidates have had a poor candidate experience  
(CareerArc, 2017)



**78%** of candidates say overall candidate experience is an indicator of how a company values its people  
(Talent Adore, 2017)

**10**  
DAYS

Top candidates stay available for **10 days** only before getting hired



**60%** of job seekers abandon online job applications because of the length or complexity of the automated process  
(HCI, 2018)



## > Average time-to-hire

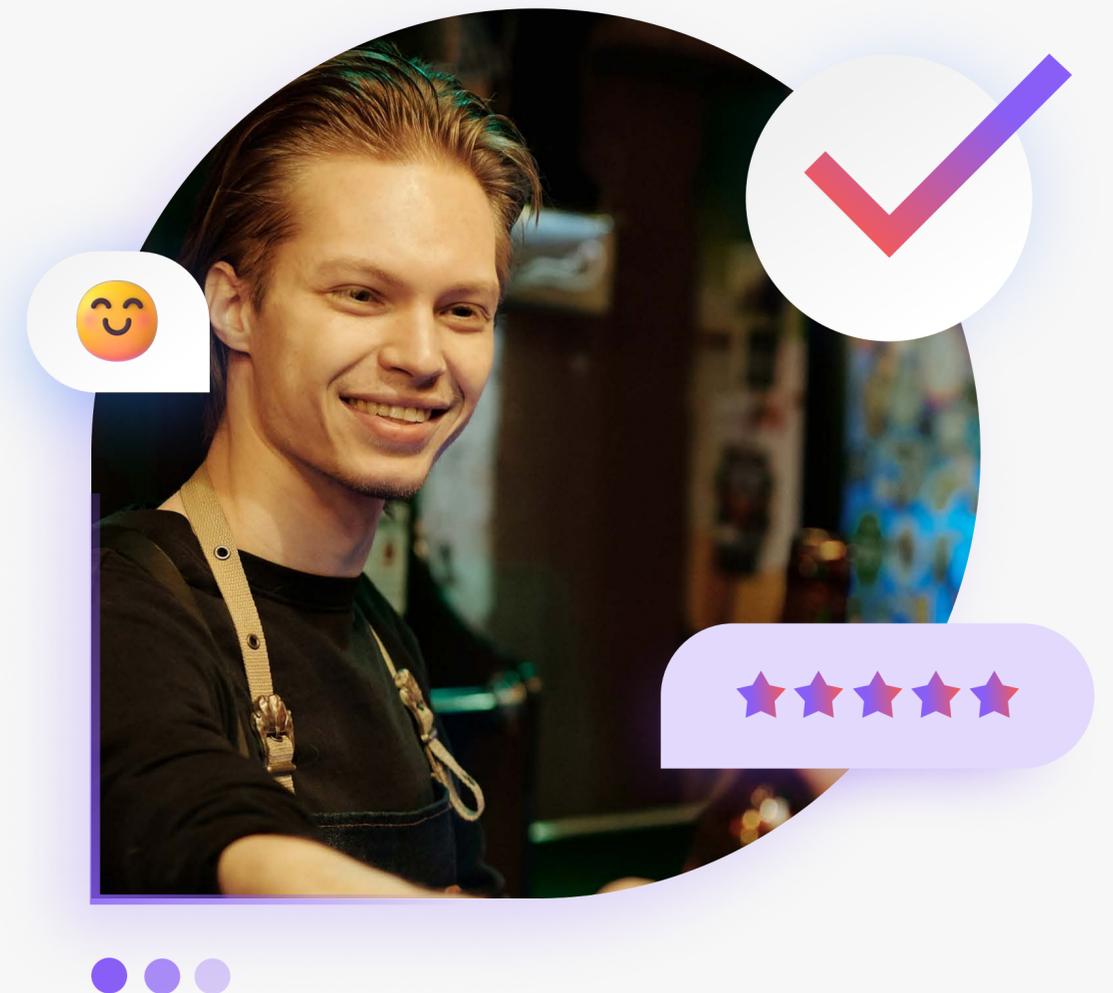
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Did you know that most hourly workers apply for three jobs at once? This means that once they hit submit, the gun has been fired, and the race between you and your competitor begins. Time-to-hire is the most important factor to job seekers, even above pay<sup>7</sup>. So, generally speaking, the company that reaches them first is most likely to win their employment.

Additionally, lengthy hiring processes will likely also impact the quality of candidates available to an

organization given that **the average time-to-hire is 34 days, but the best candidates are off the market in 10 days<sup>8</sup>**.

So, being decisive and efficient as a high-volume hiring organization will lead to more roles filled with better-fit candidates.



## 2

## Compensation Package

Of course, there are personal needs that candidates have when they begin their job search. These requirements are the foundational or primary expectations for them to consider a role. The closer a company is to filling each of these requirements, the greater likelihood a candidate will choose the role.



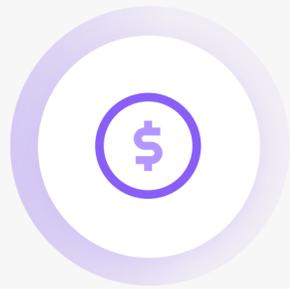
> Salary



> Benefits



> Immediate pay



## > Salary

Unsurprisingly, salary plays a huge role in whether a job seeker will select a company. One way that companies are differentiating themselves in the market is by increasing wages. In fact, this year, **Mexico increased the minimum daily wage by 9% to 172.87 pesos (\$8.25 USD) per day of work or 260.37 pesos (\$12.43 USD) in the economic free zone along the northern border<sup>9</sup>.**

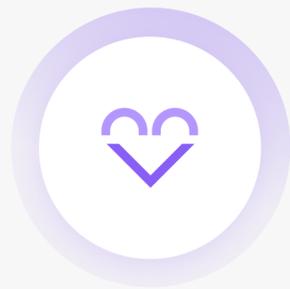
Given that inflation in Mexico is still at an aggressive 8.41% as of October of 2022, offering a salary that helps families adjust for the increased cost of living will be essential in recruiting and keeping hourly candidates<sup>10</sup>.

Increased the  
minimum daily wage

↑ 9%

Mexico increased the minimum daily wage by 9% to 172.87 pesos (\$8.25 USD)





## > Benefits

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While salary is the second most important consideration for frontline job seekers, benefits can be an extension of salary. Having access to healthcare, having access to healthcare, retirement savings accounts, disability insurance, or even paid lunches and transportation, is very attractive to candidates. **In some cases, these benefits are viewed as even more valuable than salary, especially in older candidates.**

It's important to consider when benefits would activate for employees and what number of hours employees need to work to be eligible for them. There is a movement away from just full-time employees receiving benefits. Even part-time workers are seeking opportunities where they can earn benefits.

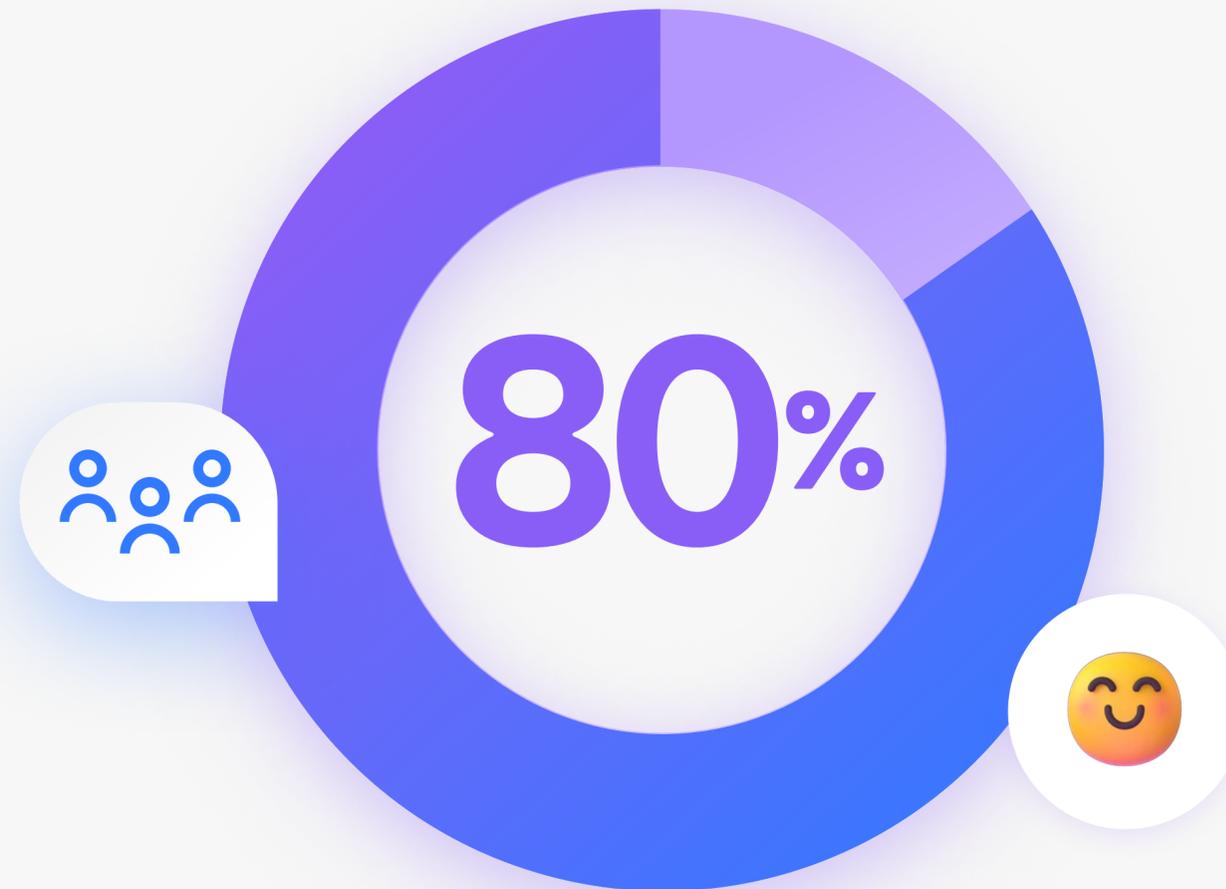




## > Immediate pay

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While weekly pay is the norm, daily pay is also rising. More than 80% of employees of Gen Z (18-24 year-olds) said it was “important or very important” to get paid early. And a third of these employees would volunteer for additional work if they could get paid immediately after the shift<sup>14</sup>.



**80% of employees of Gen Z (18-24 year-olds) said it was “important or very important” to get paid early.**

3

## Differentiating Perks

Adding these “wants” to a job compensation package can be the difference between your company winning a candidate or losing them to a competitor.



> Flexible schedule



> Location



> Professional development opportunities



## > Flexible schedule

While having a flexible schedule can often be viewed strictly as a “want,” for some candidates, it is essential. Consider single parents, for instance, who need work hours compatible with child care.

Flexibility is an increasingly important element of employee satisfaction. **In fact, 86% of employees felt it was “important or very important” to have control over their schedule and wanted transparency in shift assignments and scheduled hours<sup>12</sup>.**

Additionally, flexible schedules help tremendously with the time it takes to get to and from work in highly trafficked areas. A study by Sin Tráfico found that if employers agreed to adjust the clock-in or clock-out times by 60 minutes, workers could get back the equivalent of up to eight days a year<sup>13</sup>.

So, offering candidates the opportunity to have greater autonomy in their daily schedule may be the differentiating factor you need to earn their employment.



# 86%



In fact, 86% of employees felt it was important to have control over their schedule and wanted transparency in shift assignments and scheduled hours.



## > Location

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The distance an individual has to travel plays a large role in where they choose to work. Commuting is often both expensive and time-consuming. The Mexican middle class spends up to 40% on transportation costs with individuals commuting to Mexico city spending an average of 2.5 hours each day commuting<sup>11</sup>.

While organizations cannot change their location for each candidate, they can make sure to **match candidates with the company location closest to the job seeker's home.**

 **Transportation costs**



# 40%

The Mexican middle class spends up to 40% on transportation costs



## > Professional development opportunities

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The job market erroneously assumes that advancement is less important to hourly workers than salaried workers. **Hourly workers desire to improve their skills and increase their earning potential like any other working professional.**

Some different kinds of professional development opportunities that can set your organization apart from the competition include:

- Industry designation training and testing coverage
- Tuition reimbursement
- Company management training



## Wrapping it Up



### Communicate Job Packages

While there are many ways to stitch together the options we've walked through, whatever benefits your organization offers candidates should be communicated in a simple, concise way. For example, if you chose to offer a standard hourly rate with a flexible schedule and professional development opportunities, clearly state this anywhere that the job openings are advertised—even in print media.

Some companies vaguely state, either just the hourly rate or just "\$X plus benefits" without specifying what the benefits are. **Candidates need to be able to compare job opportunities apples to apples—so make it easy for them to see where your company offer a superior employee experience.**

These elements may be the difference between attracting top talent or having a bone-dry talent pipeline.

### Apply the Learnings

For high-volume recruiters, it can often feel like filling a leaky bucket with a particularly large hole. But, **understanding what hourly candidates truly care about is the key to creating candidate experiences and employment opportunities that frontline workers pursue even during turbulent economic seasons.**



# Emi in Action



## Danone's Hiring Process Transformation

See how Danone utilized Emi Lab's recruiting automation platform to improve the candidate experience, quality of applicants, and HR productivity. **Danone experienced:**

5x

Increase in sourced candidates

150%

Increase in candidates hired after first interview

80%

Reduction in time to first interview

[Read Danone's story](#) →

## Experience Emi Live

As we've discussed, frontline workers want (and deserve) better, faster, more human candidate experiences. Explore how Emi can help you give candidates what they really want, scalably.

[Request a Demo](#)



## Sources

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<sup>3</sup>[https://www.hr.com/en/magazines/talent\\_acquisition/october\\_2022\\_talent\\_acquisition\\_excellence/is-third-party-recruitment-and-outsourcing-the-ans\\_l9o4b60a.html](https://www.hr.com/en/magazines/talent_acquisition/october_2022_talent_acquisition_excellence/is-third-party-recruitment-and-outsourcing-the-ans_l9o4b60a.html)

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<sup>5</sup>[www.appcast.io/create-a-remarkable-candidate-experience/](http://www.appcast.io/create-a-remarkable-candidate-experience/)

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<sup>7</sup><https://workforceinstitute.org/wp-content/uploads/2008/06/kleiman-recruit-the-best-hourly-06.pdf>

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<sup>9</sup><https://insights.tetakawi.com/wages-for-manufacturing-in-mexico>

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<sup>12</sup><https://www.spiceworks.com/hr/engagement-retention/articles/hourly-workers-want-more-schedule-flexibility-and-control/>

<sup>13</sup><https://mexiconewsdaily.com/news/45-days-a-year-spent-commuting-in-cdmx/>

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