



Asian Development Bank (ADB) is an international financial institution which is owned by 67 member countries worldwide. Founded in 1966, ADB's vision is to reduce poverty in Asia and the Pacific. In line with this, it supports various projects in the region through loans, grants, policy dialogue, technical assistance, and equity investments. It also invests in infrastructure, education, and financial and public administration systems, and is committed to helping nations prepare for the impact of climate change or better manage their natural resources.

ADB has over 3,000 staff members from 61 member countries. Of these, about two thirds are based in its headquarters in Manila and a third in its 31 field offices. A broad range of professions are represented across the organization. They include economists, investment specialists, financial analysts, infrastructure engineers, as well as specialists in the areas of social sector, procurement, law, and environment, among others.

Competing for talent

In hiring for these roles, one of the main difficulties that ADB faces is the competition for talent. "The labor market we target is dynamic and hence very competitive. It is difficult to hire or retain good talent, and we often find ourselves losing good people to the private sector," said Yoshie Shibata, Senior Human Resource Specialist at ADB.

On top of this, ADB also needs to increase the ratio of women within the organization. "Within our member countries, often more than half the population is comprised of women. They have a great influence on economic growth and the well-being of citizens and we have to be able to reflect that," said Shibata.

Challenges

- Competing for talent
- Ensuring diversity in hiring
- Building awareness of Asian Development Bank as an employer

Solution

- LinkedIn Recruiter
- LinkedIn Job Slots
- LinkedIn Career Page
- Recruitment Ads

Why LinkedIn?

- Provides a platform for employer branding
- Enables a more proactive approach to hiring
- Allows for targeted search

Results

- Strengthened employer branding with fivefold increase in followers and a fourfold increase in traffic on Career Page
- Improved Talent Brand Index from 5.9% in October 2012 to 22.3% in September 2013
- Impacted 43 hires in 12 months
- Increased response to Young Professionals Program by up to four times

In the last quarter of 2013, 34.6% of ADB's international staff were women, and ADB is looking to increase this to 37% in the near term. "We need greater diversity from the employee perspective," said Shibata. However, she noted that it is not easy to hire women for senior roles, particularly in sectors where the proportion of women is already very slim, for example, in the energy or transport sectors.

Another challenge that ADB is aiming to address is employer branding. The bank is one of the largest employers in the Philippines where its headquarters is located, and also has a significant presence in developing countries in the region where it is involved in many development projects. However, as Shibata observed, "Once you step out of our developing member countries—for example, when you go to donor countries like the United States, European countries, and Japan—our brand name is generally not known even though their governments may have a significant share of ADB and contribute a lot to the capital."

Strengthening ADB's employer branding

As an organization working to eradicate poverty in the region, ADB offers a strong employer value proposition for people seeking to make a difference and do something more meaningful, said Ann Rennie, Deputy Director General of Budget, Personnel and Management Systems Department. However, many of these prospective candidates may not be aware of the opportunities that exist with the bank.

In January 2013, ADB started looking at how best it could make use of its LinkedIn subscription to address this and other recruitment issues. One of the things it did was to create a LinkedIn Career Page to boost its employer branding. Tina Antonio, Consultant, ADB, helped drive the effort, using the Career Page to highlight the bank's products and services and its work in the region. Antonio also joined targeted groups within LinkedIn to share information about ADB's projects.

An example was the Green Group, which has millions of members. "Most of the followers of the group are interested in areas such as the environment, climate change, renewable energy and sustainability, so more information about ADB's work in these areas was being shared. When we have relevant job postings, they would also be shared with such groups and their members invited to apply for the jobs."

The outreach was highly successful, with the number of followers on ADB's Career Page growing from about 6,000 in October 2012 to more than 30,000 by September 2013. Average monthly traffic on the Career Page also grew fourfold to 2,300 during the campaign period. Also, ADB's Talent Brand Index, which measures the strength of an organization's employer branding, grew from 5.9% in October 2012 to 22.3% in September 2013.

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Deputy Director General of Budget, Personnel and Management Systems Department, Asian Development Bank

Enabling a more proactive approach to hiring

ADB also made use of LinkedIn tools to be more proactive in its recruitment efforts.

"We had comments from people who said had they not looked at the ADB website on a particular day or seen a particular advertisement, they would never have known that we were recruiting," recalled Rennie. "It occurred to me that we were really limiting our market by using old-fashioned recruitment methods and the website, so we decided to be more proactive with a social media type of approach."

This is where LinkedIn came into the picture. "LinkedIn helped us to widen our network and reach out to people instead of being reactive and waiting for people to apply to us. We are able to be more specific about the roles that we are recruiting for, and we have had better quality and diversity as a result," said Rennie.

Today, instead of sitting in Manila and waiting for applications to come in, ADB's HR team actively searches LinkedIn for professionals who meet the requirements for specific roles within the bank, and sends an InMail informing them of the opportunity.

For example, when ADB was preparing for an outreach mission to the United States in 2013, it first searched LinkedIn for prospective candidates in sectors that it wanted to cover, such as transport, investment and education. "We started pulling out CVs for the sectors that we were targeting using the search function on LinkedIn, and because the event was in Washington DC, we looked at people from the East Coast. LinkedIn allowed us to be very targeted," said Antonio.

The use of LinkedIn has also helped ADB to reach out to prospective candidates for positions in remotely located member countries where it is "incredibly difficult" to do a recruitment campaign for, said Rennie. "LinkedIn helps connect us up a lot more and gives us the opportunity to reach out to them more easily, quickly and cost-effectively."