

Business Case for .JOBS

This paper provides an overview of the .JOBS top-level domain (TLD) by first examining the changing environment of online recruiting and its impact on job seekers and employers. It also reviews the opportunities .JOBS provides companies, and explains why it is a critical investment all employers need to consider.

The Changing Face of Recruiting

The remaining effects of the most recent economic downturn, retirement of the baby boomer generation, combined with the fast-paced advancements in technology has presented employers with a unique set of challenges. One of these is the talent gap left from manufacturing jobs that no longer exist and the increasing volume of computer programming and software engineering vacancies. ManpowerGroup's seventh annual Talent Shortage Survey revealed one in three employers (34%) globally are reporting difficulty filling jobs due to lack of available talent.¹ The survey also reported the

most common reasons employers say they can't fill roles is simply a lack of applicants, an increase from 24% 2011 to 33% in 2012.²

On the other hand, with the unemployment rate hovering around a national average of 8% (as of May 2012), companies are also overwhelmed with the high volume of applicants. In fact, one of the biggest challenges cited by recruiters at Fortune 1000 companies is efficiently filtering through resumes.³

The tools of the trade have also changed. More traditional recruiting methods such as phone calls, classified ads and career fair booths have taken a back seat to online job boards, career sites, social media, talent networks and search engine optimization (SEO). While technology improves efficiencies, unfortunately the candidate experience can become an afterthought and the cost of investing in innovative tools has skyrocketed.

Shift in Job Seeker Behavior

Online search has emerged as a leading method of finding employment opportunities. According to compiled data from ComScore and Google's Keyword Tool, there are approximately 338 million global queries on search engines each month for the word "jobs." Web-based third-party

services have taken note and aggressively implemented search engine optimization measures that enable them to dominate search engine results pages.

As a result, even if a job seeker searches for openings at a specific company, chances are high he or she will receive a search results page full of job boards and job aggregators. This also means relevant candidates could end up clicking through to competitors' job listings. Even if a company lists their jobs on a career site with an applicant tracking system (ATS), search engines are often unable to crawl (find and include) jobs to display in search results because of how the data is configured.

Mobile device usage is also impacting job seeker behavior. According to the Cisco Visual Networking Index (VNI) Global Mobile Data Traffic Forecast for 2011 to 2016, there will be more mobile devices in use than the actual number of people on earth.⁴ Therefore, job content that is not mobile optimized will negatively impact prospective candidates if they cannot view or apply to a company's jobs from their mobile device.

“ In the six months following implementing our .JOBS Career Microsite strategy, we **increased hires by 60%** referred by free search engines.”

FRANCENE TAYLOR, IHG

Director, Resourcing – Americas

TOP REASONS YOUR JOB LISTINGS ARE NOT FOUND IN A GOOGLE SEARCH:

- Applicant tracking systems are not designed for Search Engine Optimization
- Bad job titles, including abbreviations, company jargon and non-searched terms
- Job content is not optimized for SEO (lacks relevant keywords in job views)
- Jobs with no location data such as spelled-out state names, zip codes or nearest major-market area
- No sitemap for jobs on your website exists to help the search engine spiders crawl your data

Problems & Opportunities

PROBLEM: Paying for online job postings does not contribute to a company's overall long-term employment brand or infrastructure.

OPPORTUNITY: Regain ownership of an employer's brand by developing a search engine optimized career ecosystem that helps target relevant candidates.

PROBLEM: Search engines, such as Google and Bing, may not index job opportunities listed on a corporate career site.

OPPORTUNITY: Use a search engine optimized platform to get job opportunities indexed and found.

PROBLEM: Job seekers are apprehensive about using online job boards, due to scams and false employment listings.

OPPORTUNITY: Provide job seekers with a reliable, well branded network of job listings that contains only verified job listings from legitimate employers.

PROBLEM: Employers do not have resources or the budget to invest in developing and enhancing their employment brand and recruitment marketing.

OPPORTUNITY: Provide a platform that allows employers to easily repurpose current imagery, content and videos provided by the corporate communication or marketing teams.

PROBLEM: Employers are "leasing" space on third-party job boards, not owning it.

OPPORTUNITY: Develop an alternative solution wholly owned by employers that can be utilized in a variety of methods to meet specific objectives.

PROBLEM: Employers are sharing real estate with competitors on job boards and risking the loss of qualified candidates.

OPPORTUNITY: Break through the clutter and create a platform with job listings and content exclusive to one employer.

PROBLEM: Employers are experiencing difficulty attracting relevant candidates.

OPPORTUNITY: Create a platform that offers flexible solutions that can be tailored to attract and engage candidates in specific fields or locations.

PROBLEM: Employers are apprehensive about investing in talent networks due to cost and implementation restraints.

OPPORTUNITY: Offer a more cost-friendly alternative for a talent network with simplified setup and the ability to seamlessly integrate with other online assets such as microsites and career sites.

PROBLEM: Difficulty managing multiple social media channels.

OPPORTUNITY: Provide a platform that employers can amplify social media efforts through:

- Setting up a targeted RSS feed to social media accounts to target and appeal to relevant candidates
- Sharing links of company owned social media accounts in the designated social media section
- Enhancing sharing capabilities

.JOBS | The Facts

Does it work?

The .JOBS top-level domain (TLD) functions similar to .COM, .EDU and .GOV.

.JOBS is sponsored by the Society for Human Resource Management (SHRM), and was created so all users, especially jobs seekers, can safely rely on all employment information obtained from any .JOBS website.

.JOBS serves the Global Human Resource Management Community by providing a simple, fast and consistent method to communicate the exact online destination of their jobs page to job seekers using the Internet.

Who operates .JOBS?

The Internet Corporation for Assigned Names and Numbers licensed the operation of .JOBS to Employ Media LLC.

Employ Media's sponsors include the Society for Human Resource Management (www.shrm.org) and VeriSign, Inc., the operator of .COM and .NET.

What is the .JOBS Universe?

The .JOBS Universe is a network of over 40,000 location and occupation-based sites with the .JOBS extension such as:

- www.US.jobs
- www.Veterans.jobs
- www.Engineering.jobs
- www.Chicago.jobs
- www.SanDiego.jobs
- www.Texas.jobs

These sites are operated and managed by employers through DirectEmployers Association, a non-profit consortium of 600+ leading global corporations.

What benefits are unique to .JOBS?

Only available, verified job content from legitimate companies can be posted to a .JOBS domain.

The .JOBS top-level domain was developed specifically to serve employers, job seekers and HR practitioners.

Job opportunities are distributed amongst 40,000 other relevant employment sites based upon occupation and location.

DirectEmployers Association Involvement

Employ Media LLC, the Registry Operator of the .JOBS sponsored TLD, conducted a Request for Proposal (RFP) in 2010 for organizations and individuals who wished to own a non-company name .JOBS domain. Interested parties had to submit an application for the quantity use of addresses incorporating geography, occupation, industry, or combinations of these in conjunction with the .JOBS extension. DirectEmployers Association received its authority to register the .JOBS domains and administer the .JOBS Universe as a result of its response to Employ Media's RFP.

DirectEmployers Association's mission is "to provide employers an employment network that is cost-effective, improves labor market efficiency and reaches an ethnically diverse national and international workforce." Consistent with the mission and on behalf of member companies, the .JOBS Universe was created to serve employers, job seekers, human resource practitioners and the international human resource community.

The primary objective of the .JOBS Universe, in alliance with the National

Association of State Workforce Agencies (NASWA) and the National Labor Exchange (NLX), is to publish and distribute vetted, verified jobs from legitimate employers and provide member companies an employer-controlled, low-cost alternative to social networking sites and commercial job boards.

Opportunities Presented by Investing in .JOBS

Employer branding

- The .JOBS domain facilitates consistent employer branding to a targeted audience
- Companies take ownership of their brand
- Creation of fully branded URLs opens the door for more memorable websites
- Capability to tie various elements of employer brand architecture together seamlessly
- Link between master and sub brands and reinforce the connection

Targeted marketing

- Companies deliver job content relevant to a targeted audience by location, occupation or a combination of both

Search engine optimization

- All .JOBS sites powered by DirectEmployers are search engine optimized to help employers win the search engine results over job boards and aggregators.
- Sites were developed and designed by industry experts with extensive experience with search engines, user experience and user interface.

Better user experience

- Links directly to your job listings
- Job seekers driven into deeper levels of engagement with brand (social media and talent networks housed all in one place), increasing affinity and ease of use
- Simpler, memorable and intuitive URLs
- Experience specifically designed to increase the likelihood of a user clicking the apply button

How DirectEmployers Can Help

DirectEmployers developed the .JOBS platform to focus on attracting, engaging and getting candidates to apply.

Attract

.JOBS MICROSITES capture niche candidates, incorporate brand elements and integrate with social networks. Microsites include branding elements, terms, or locations to target relevant candidates and improve search engine rankings of your jobs.

Examples: Saudi Industries Corporation (SABIC) incorporates their employment brand and uses images specific to the needed area of talent. Sabc-Engineering.jobs incorporates brand elements with an image geared to engineers (see Figure 1). There is a filter to narrow search by education qualifications.

(Example courtesy of SABIC)

Videos can be embedded in several different places. Eaton Corporation embedded their YouTube videos above the search fields on their job results pages (see Figure 2).

(Example courtesy of Eaton Corporation)

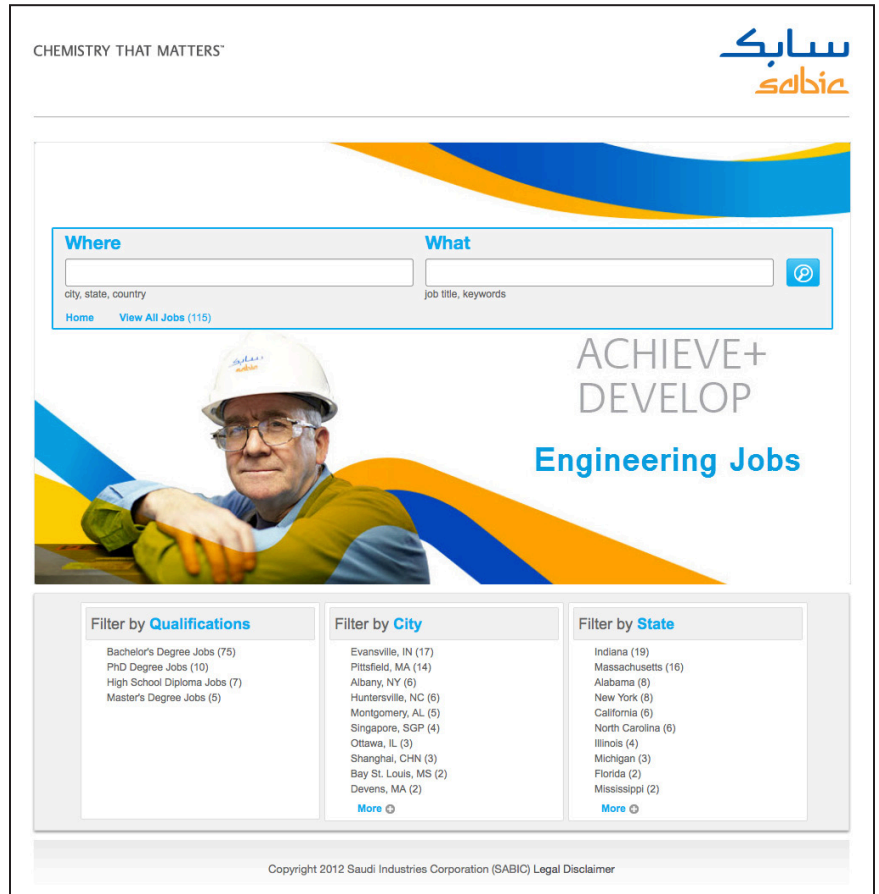


FIGURE 1. <http://Sabic-Engineering.jobs>

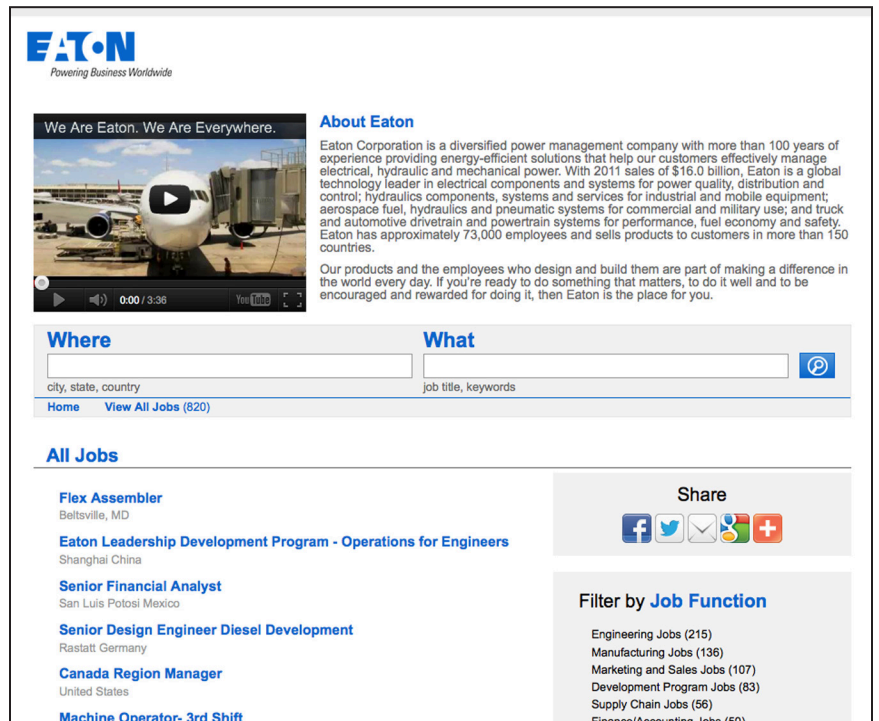


FIGURE 2. <http://find.Eaton.jobs/jobs>

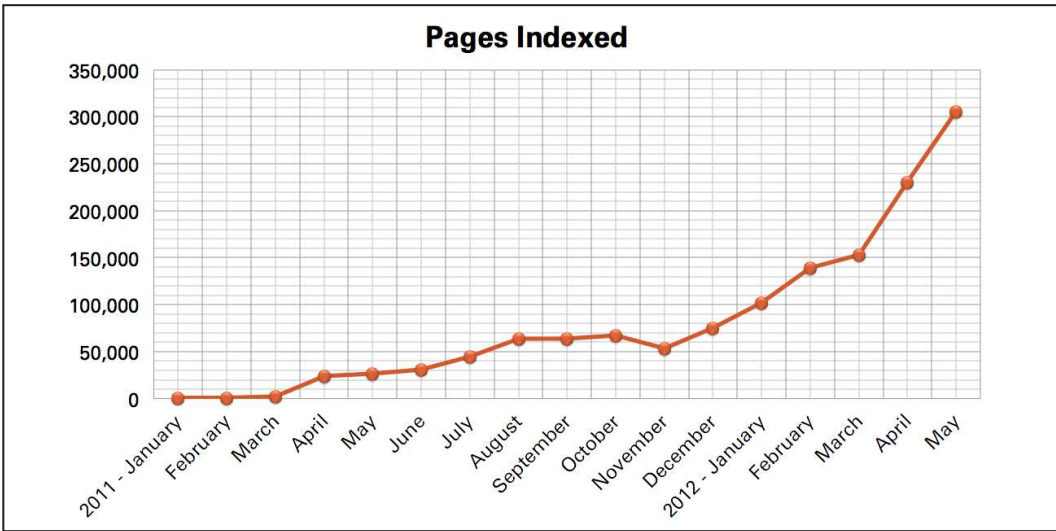


FIGURE 3. IHG’s hires from search engines increased by 92%

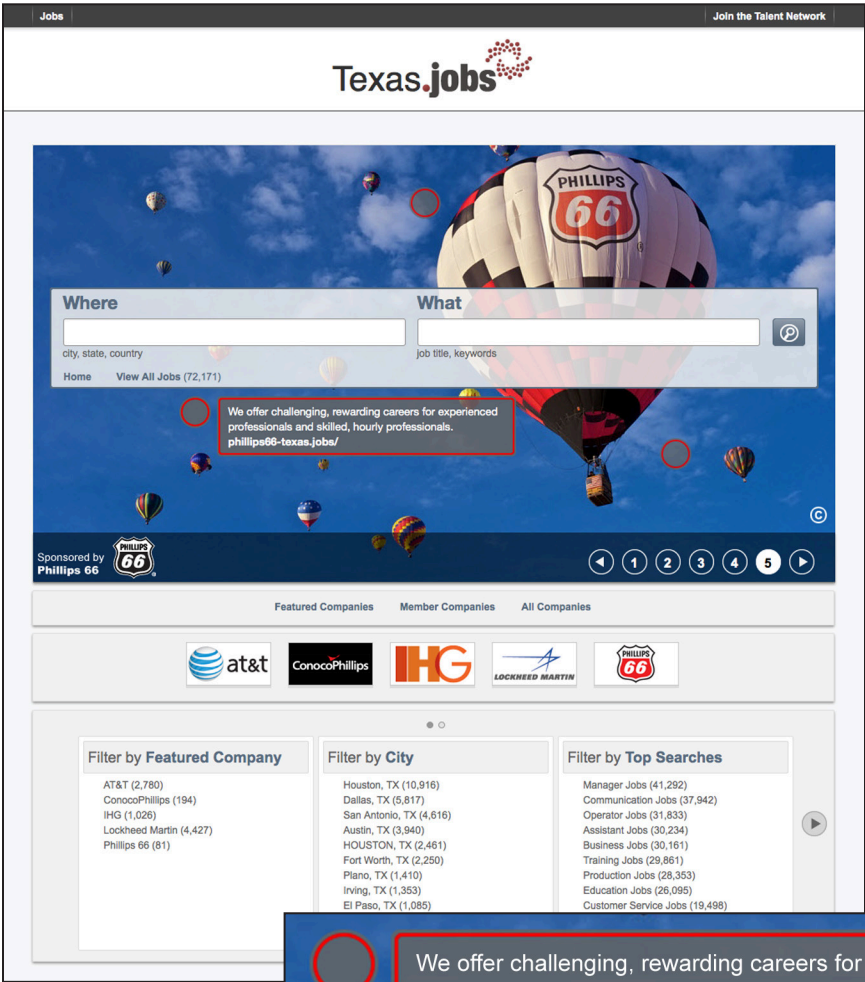
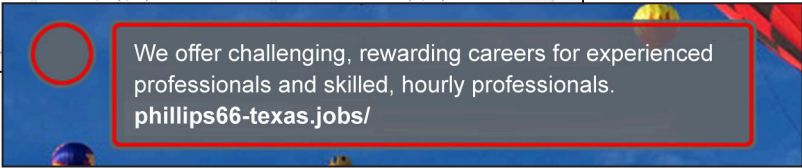


FIGURE 4. <http://Texas.jobs>



SEO (SEARCH ENGINE OPTIMIZATION) allows companies to increase their chances of being found by relevant candidates while creating a broader search engine footprint (the number of pages indexed or crawled by search engines).

Examples: IHG implemented .JOBS Microsites in January 2011 and in just one year their hires from search engines increased by 92% over 2010 numbers (see Figure 3).

SPONSORED BILLBOARD HOMEPAGES WITH HOTSPOTS allow companies a surefire way to ensure job seekers are aware of their opportunities by displaying a logo and image of choice on the page’s slider feature.

Interactive ads, or *Hotspots*, within each Billboard Homepage image, give employers the ability to share company facts or unique selling points.

Example: Phillips 66 targets job seekers geographically by sponsoring Texas.jobs. Now, when a job seeker is searching for jobs in Texas, Phillips 66’s brand has a step-up on the competition in that market. Hotspots drive traffic to Phillips66-Texas.jobs (see Figure 4).

(Example courtesy of Phillips 66)

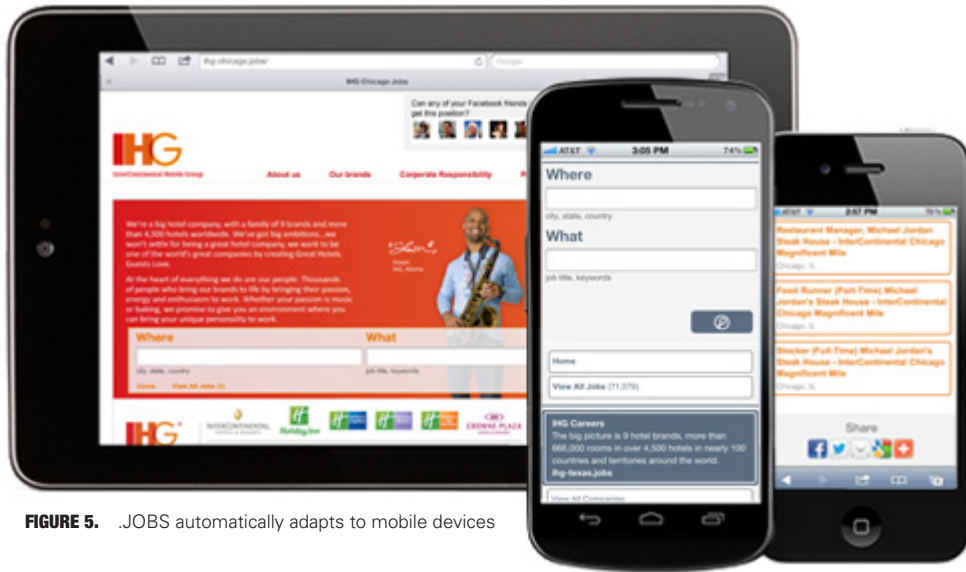


FIGURE 5. .JOBS automatically adapts to mobile devices

MOBILE OPTIMIZATION ensures job content is just as accessible on a mobile device as on a desktop. The .JOBS platform automatically adjusts the display to adapt to the mobile device (see Figure 5).

(Examples courtesy of IHG)

MILITARY CROSSWALK offers employers an automated technology process for matching military occupation classification or code and title to a corresponding civilian opportunity.

Example: Eaton Corporation created a Military Crosswalk to match Veterans with available jobs within their company (see Figure 6).

(Example courtesy of Eaton Corporation)



FIGURE 6. <http://Eaton-Veterans.jobs>

Engage

Your company's social media presence can easily be displayed. Social sharing functionality is standard on all .JOBS sites (see Figure 7).

TALENT NETWORK creation can be costly and time consuming. The .JOBS platform has an affordable alternative with minimum set up time, that allows employers to create a more interactive candidate experience.

STATIC PAGES allow employers to create content pages that appear in their .JOBS Microsite's navigation. Static pages can be used to enhance your .JOBS Microsite with an about section, benefits page or any other content as needed.

Example: On the top navigation of their microsite, IBM-SAPConsulting.jobs, IBM links to other content such as "Why IBM?" to give candidates all of the information in one place (see Figure 8).

(Examples courtesy of IBM)

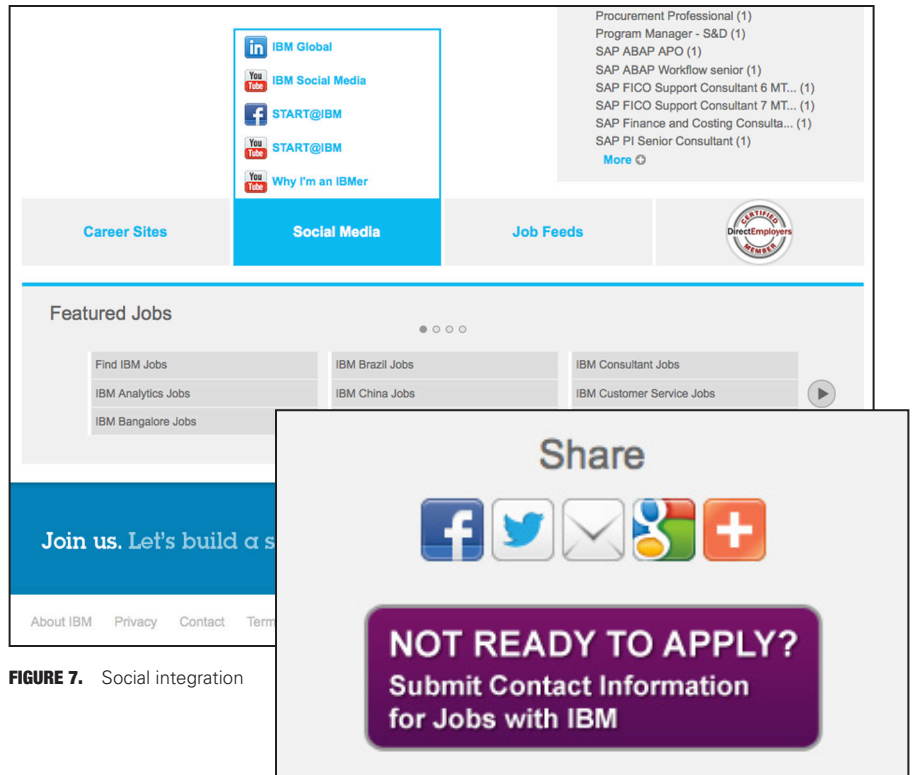


FIGURE 7. Social integration



FIGURE 8. <http://IBM-SAPConsulting.jobs>

RSS FEEDS give companies an easy way to share positions on Twitter and other social networks. Jobs seekers can also subscribe to job listings with just a click.

Example: The National Labor Exchange, through US.jobs (formerly JobCentral), set up a twitter account and numbers tapered off at approximately 1,000 followers. After utilizing the .JOBS feeds to tweet Member jobs, the number of followers jumped to the current day amount of over 4,700 (see Figure 9).



FIGURE 9. <http://Twitter.com/usdotjobs>

Conversion Job Seekers to Applicants

All jobs listings are directly connected to the ATS so users do not have to deal with extra clicks, third-party registrations or unsolicited messages.

Track and measure by accessing real-time reports and analytics anytime. All .JOBS Microsites automatically come set up on the Google Analytics platform.

Example: 24 Hour Fitness has been able to closely examine progress of their .JOBS strategy with the assistance of the Digital Strategy team. From July 2011 to June 2012, 24 Hour Fitness has been able to increase the click through rate (CTR) from 2.1% to 28.1% (see Figure 10).

Month	Pages Indexed	Impressions	Visits	Conversions	CTR
July	3,400	5,550	286	6	2.1%
August	7,400	8,100	481	117	24.3%
September	12,400	15,250	430	121	28.1%
October	15,300	28,000	769	169	22.0%
November	13,700	35,000	1,506	392	26.0%
December	16,900	40,000	1,983	574	28.9%
January	25,900	50,000	3,016	1,020	33.8%
February	32,189	40,800	3,093	838	27.1%
March	38,438	38,560	3,542	882	24.9%
April	55,617	44,015	4,255	1,104	25.9%
May	76,038	142,922	12,485	3,796	30.4%
June	112,510	143,570	12,605	3,537	28.1%

FIGURE 10. 24 Hour Fitness has increased the click through rate from 2.1% to 28.1%

In closing, DirectEmployers Association is a firm believer in the promise of .JOBS and will continue to work with companies to provide ongoing education to help them understand the significance of the platform and drive awareness of the cost-saving opportunities available. There are significant near and long-term benefits all employers stand to gain by working together to support the success of this project, a truly one-of-a-kind opportunity.

Sources:

- 1 <http://www.manpowergroup.com/investors/releasedetail.cfm?ReleaseID=677497>
- 2 <http://www.manpowergroup.com/investors/releasedetail.cfm?ReleaseID=677497>
- 3 <http://www.myprgenie.com/view-publication/annual-labor-market-survey-finds-rise-in-companies-planning-to-increase-recruitment-spend-in-2011>
- 4 http://www.cisco.com/en/US/solutions/collateral/ns341/ns525/ns537/ns705/ns827/white_paper_c11-520862.html

Appendix

Additional Resources

CaseStudy.jobs

Case studies from companies using the .JOBS platform

<http://casestudy.jobs>

.JOBS YouTube channel

Videos related to .JOBS

<http://www.youtube.com/universedotjobs>

Data Robot Blog

Crunching numbers and analyzing data to help companies better understand how to measure their impact on the web

<http://directemployers.org/blogs/the-data-robot>

Universe.jobs

Resources related to the .JOBS network of sites

<http://universe.jobs>

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Glossary

.JOBS is an Internet Top Level Domain or TLD restricted to only employment-related advertising and job-related content.

.JOBS Universe is a network of over 40,000 sites with the .JOBS extension such as www.US.jobs, www.Veterans.jobs, www.Engineering.jobs, www.Chicago.jobs, www.SanDiego.jobs and www.Texas.jobs. The .JOBS Universe is owned and managed by employers through DirectEmployers Association, a non-profit consortium of 600+ leading global corporations.

DirectEmployers Association is a nonprofit HR consortium of leading global employers formed to improve labor market efficiency through the sharing of best practices, research and the development of technology.

Source: <http://directemployers.org>

Internet Corporation for Assigned Names and Numbers (ICANN) is a nonprofit private organization headquartered in Los Angeles, California, United States, that was created on September 18, 1998, and incorporated on September 30, 1998 to oversee a number of Internet-related tasks previously performed directly on behalf of the U.S. government by other organizations, notably the Internet Assigned Numbers Authority (IANA), which ICANN now operates.

Source: <http://en.wikipedia.org/wiki/ICANN>

Search engine optimization (SEO) is the process of improving the visibility of a website or a web page in a search engine's "natural," or un-paid ("organic" or "algorithmic"), search results. In general, the earlier (or higher ranked on the search results page), and more frequently a site appears in the search results list, the more visitors it will receive from the search engine's users.

Source: http://en.wikipedia.org/wiki/Search_engine_optimization

Top-level domain (TLD) is one of the domains at the highest level in the hierarchical Domain Name System of the Internet. The top-level domain names are installed in the root zone of the name space. For all domains in lower levels, it is the last part of the domain name, that is, the last label of a fully qualified domain name. For example, in the domain name www.example.com, the top-level domain is .com (or .COM, as domain names are not case-sensitive). Management of most top-level domains is delegated to responsible organizations by the Internet Corporation for Assigned Names and Numbers (ICANN), which operates the Internet Assigned Numbers Authority (IANA) and is in charge of maintaining the DNS root zone.

Source: http://en.wikipedia.org/wiki/Top-level_domain

VeriSign, Inc. (NASDAQ: VRSN) is an American company based in Reston, Virginia that operates a diverse array of network infrastructure, including two of the Internet's thirteen root nameservers, the authoritative registry for the .COM, .NET, and .NAME generic top-level domains and the .CC and .TV country-code top-level domains, and the back-end systems for the .JOBS, and .EDU top-level domains. Verisign also offers a range of security services, including managed DNS, Distributed Denial of Service (DDoS) mitigation and cyber-threat reporting.

Source: <http://en.wikipedia.org/wiki/Verisign>

Historical Overview

The process of creating and buying domains has come a long way. In the late 90's only commercial operations could register a domain. The operator that managed the .COM, .NET and .ORG extensions would review paperwork and determine which best suited the request. During this time, there were no costs, because the Department of Commerce (DOC) was paying for the registration of domains. As the Internet picked up momentum, companies and entities from all over the world began requesting domains, and the Department of Commerce could no longer provide funding. As a result, the process needed to be privatized and the Internet Corporation for Assigned Names and Numbers (ICANN) was created. This also meant the operator that had handled the domain registrations was no longer receiving payment, and opened up domains to anyone. Millions jumped at the opportunity to get a .COM while many corporations were not paying attention.

The operation decided to sell the business for \$21 billion to VeriSign between 2001 and 2002, although .NET had to be put up for bid and divested, and .ORG was taken up by the Public Interest Registry (PIR). The Department of Commerce maintained .MIL, .EDU and .GOV.

Part of the goal with these changes was to create a reseller market that would require individuals to go to a registrar, such as GoDaddy, to buy a domain. As a result, ICANN's first move was to create a wholesale/retail model.

While all of these pieces were in motion, Ray Fassett knew this landscape was complicated for the employment industry, so he began researching the origin of domains. After analyzing the landscape of those few that were in existence, the obvious question that came to mind was, "Why can't there be a .JOBS or something comparable to EDUCAUSE and the .EDU TLD?"

Eventually the .JOBS domain was approved by ICANN in April of 2005 as part of the second group of new TLD applications submitted in 2004. It was installed in the DNS root in September 2005 and began accepting registrations later in the year.

According to Fassett, .JOBS is comparable to .EDU. Parents and students know when searching for information on a college, they can usually enter the school name plus .EDU. Similarly, .JOBS provides a direct and efficient way to connect with an employer directly.

.JOBS has also evolved in the legal environment. Employers know they do not have to protect their {companyname}.jobs domain because Employ Media will not allow purchase without proper documentation.

There is also an unparalleled competitive edge. Monster.com only lists paid jobs, which means although a company may have thousands of jobs available, they are not posted. The .JOBS platform has all of the jobs—only second to the corporate career site.

Current projections place over 150 million job seekers visiting .JOBS websites in 2012.

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