YOUR GUIDE TO

Avoiding Talent Community Pitfalls

An engaged talent community is key to nurturing passive candidates and enhancing your organization's long-term recruitment strategy. However, many organizations encounter problems when trying to launch, run and improve this important internal resource — and many employers fail to establish a talent community at all.

yello

With an average cost-per-hire of $4,285, missing out on opportunities to optimize your talent community will affect your company's bottom line.[1] Keep reading to find out how an effective talent community, properly managed, can be the key to a robust talent pipeline and reduced time-to-hire.

You'll learn how to:

- Overcome talent community challenges

- Avoid common pitfalls

- Build a solid pipeline of passive candidates

PROBLEM AREA #1

Candidate Communication

A one-size-fits-all communication strategy

Are you sending the same messages to marketing candidates as you are to technology recruits? If so, you are missing out on opportunities to tailor your approach and grow your talent community.

Personalize your communication approach using the data you've collected on candidates' majors, career goals or job search timelines. Create customized content relevant to their specialization, industry or location, and share advice on how they can grow within their careers.

Audience segmentation leads to a more authentic candidate experience, which can help attract qualified applicants from the social and professional networks of your talent community members.

"These candidates are already interested in your company, so take this opportunity to impress them with tailored messaging."

Steve Tiufekchiev, Chief Evangelist, Yello

Lack of communication momentum

According to Talent Board's 2017 Candidate Experience Research Report, 52 percent of candidates haven't heard back from employers two to three months after they applied.[2] If you don't send follow-up emails or you leave your talent community dormant, will they still know who you are when you finally contact them?

After hiring events, ensure every candidate receives a timely follow-up communication. For candidates who will progress to a formal interview, clearly communicate next steps and a high-level timeline. For all candidates, send an email welcoming them to your talent community and sharing what they can expect to receive from you going forward.

The key is to stay in touch and make your community a two-way street with information and content flowing in both directions.

52 percent

Percentage of candidates who haven't heard back from employers two to three months after they applied

> "Creating these groups just to have a group won't engage the job seekers. Creating these groups in order to provide them with what they are looking for — content, collaboration and interaction — will ensure that you are building the relationship for the outcome you want, which is [that] the candidate applies to your openings."[3]
>
> *Elaine Orler, CEO and founder, Talent Function*

Continuing to communicate with your organization's talent community will keep your company top-of-mind until candidates are ready to pursue a new job or until the right position becomes available. When you post that new job, you should notice a difference — asking candidates to opt-in to a talent community can lead to almost 20 percent more applicants for future job openings.[4]

Key takeaways to combat communication problems

1. Personalize your communication approach.

2. Follow up in a timely manner after every hiring event.

3. Continue to communicate over time with value-add messaging.

Union Pacific

Once you've established a talent community, the next challenge is encouraging candidates to join and engage. The most proactive employers create compelling content that explains their talent community and markets it to a wide audience, in addition to targeting candidates from career fairs or who previously applied.

The Union Pacific careers page shares information about the advantages of joining their talent community. It introduces the concept of a talent community, lists three top reasons to join and includes a call-to-action with a link to sign up. The blog post is aimed at college career fair attendees, but for good measure they also include a note for a broader audience, clarifying that the talent community, while great for students, is for any and all job seekers.

Check it out and gain inspiration to create your own talent community content:

https://www.up.com/aboutup/career-corner/talentcommunity.htm

Internal Processes

Not using the talent community as a sourcing tool

Does your team immediately source for positions outside of the organization without assessing the internal pipeline? It takes an average of 43 days to fill an open job.[5] When a position needs to be filled on a short timeline, sourcing every position from scratch can lead to recruiter search fatigue.

49 percent of candidates have had a past relationship with the employer where they apply – often through a talent community.[6] So avoid starting with a blank slate every time a vacancy opens. Instead, train recruiters to visit the talent community when a position opens to tap a pool of talent familiar with the organization. Continue conversations with previously engaged candidates in your talent community who may have been a great cultural fit, but were not the right technical fit for a previous position.

Take a hint from the best in the business.

Two-thirds of applicants to winners of the 2017 Candidate Experience Awards were encouraged to apply again.[7]

Smart employers tap this source of interested talent who would likely be happy for you to reconsider their application in light of a new opening.

Failure to measure results

Are you communicating with your talent community, but gain little understanding into how your messages are performing? Use recruiting technology to track candidates who open, click and engage with talent community communications and monitor this activity over time. Watching these data trends will help uncover success or failure with content and cadence.

"A talent inventory approach provides a firm with an alternative to the standard 'fill-an-immediate opening' approach. With its many business impacts in a major corporation, it can produce millions of dollars of additional revenue and productivity by hiring better quality people, faster, and with fewer errors."[8]

Dr. John Sullivan, Professor of Management, HR thought leader and talent management author

Keep an eye on broader impacts that will be of interest to your C-suite as well. They will want to see proof that your talent community was a sound investment, so look for metrics that directly relate to dollars and cents.

Bottom line: Track what your talent community likes and dislikes, then use that data to optimize your strategy.

Key takeaways to address internal process problems

1. Train recruiters to visit the talent community first.

2. Ensure your talent community continues to grow over time.

3. Measure results and candidate engagement.
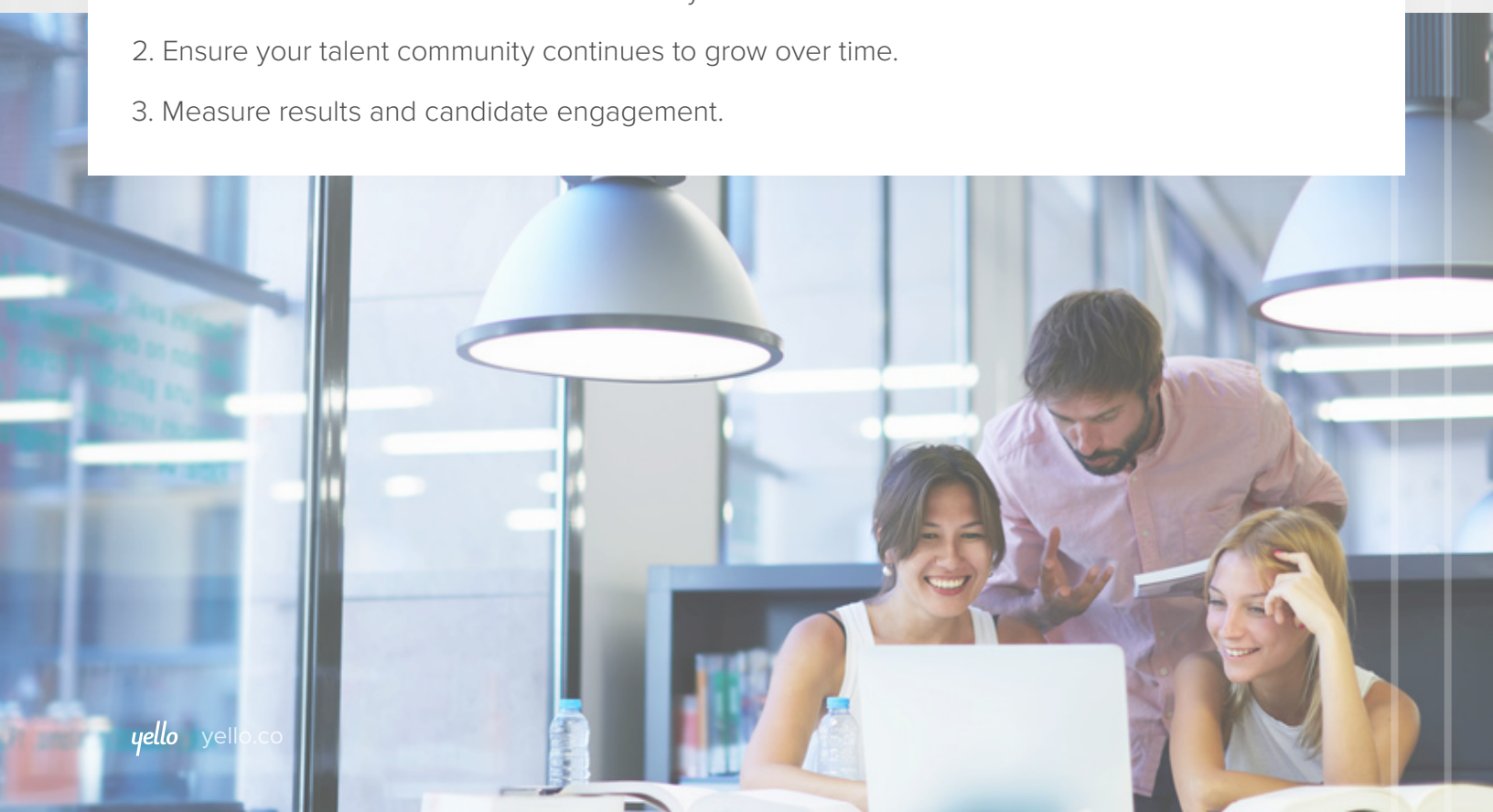
Candidate Engagement

One-sided focus

When measuring results, do you see a lack of engagement among talent community members? Like authentic social interaction, talent community communications shouldn't focus exclusively on you. Avoid sending only job postings and instead share industry trends, employee testimonials and messages from the CEO or industry leaders outside of the company.

When talking about your company, highlight unique benefits, such as remote working opportunities, sabbaticals or mentorship opportunities to better attract long-term cultural fits. Spotlighting key company characteristics early will keep your organization top-of mind when passive candidates become active again.

> "Engagement is the key factor in building an effective talent community and powerful employer branding. It requires an investment of time, commitment and resources. But it provides the ability to infinitely achieve strategic objectives that no other recruitment methods can match."[9]
>
> *Jeff Waldman, Senior HR and Recruitment Practitioner*

Not enough personalization

Are your interactions with candidates limited to digital communication? Build in-person relationships with passive candidates in your talent community to convert them to applicants. Make it a point to connect in person a few times a year and focus the meetings on the candidate's goals and personal updates, rather than open positions with your company. It will establish a more authentic relationship, and may lead to referrals in the future.

Key takeaways to address engagement problems

1. Engage with talent community members about more than job opportunities.

2. Personalize your conversations and build long-term rapport with community members.

3. Make the effort to get to know candidates online and offline.

PROBLEM AREA #4

Technology

Mismanaged candidate information

Are you using spreadsheets and notes to track candidate information and relationships? The risk of data loss and mismanagement is very real when your most important commodity — your talent database — is on individual computer hard drives.

Candidate relationship management (CRM) systems help you create better ways to interact with your talent community. Use a CRM to log all communication with a candidate, including any updates to the candidate's career status. A CRM will help keep passive candidates engaged until an opportunity arises by tracking a candidate's experience, qualifications and information in one location, instead of on disparate spreadsheets.

A CRM also allows every team member to search all candidates' data in seconds, and view a particular candidate's profile and history with your company. This in-depth overview helps your team better connect with prospects in order to make the next great hire.

"Recruitment marketing isn't new to talent acquisition, but in 2017, 74 percent of [Candidate Experience Award]-winning employers have a candidate relationship management system in place, and the remaining 26 percent of them are planning on investing in CRM technology in 2018."

2017 Talent Board North American Candidate Experience Research Report

Key takeaways to address technology problems

1. Use a CRM to track all communications with your talent community.

2. Create a single, searchable candidate database every team member can access.

Ready to build a talent community the right way?

Find out how Yello's Candidate Relationship Management (CRM) helps your team cultivate a talent community and quickly engage top candidates.

REQUEST A DEMO

References

[1] https://www.shrm.org/about-shrm/press-room/press-releases/pages/human-capital-benchmarking-report.aspx

[2] http://www.thetalentboard.org/cande-awards/cande-results-2017/

[3] https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/talent-pools-interactive.aspx

[4] https://trendline.dcrworkforce.com/talent-networks-vs-talent-communities.html

[5] https://www.ere.net/5-ways-to-build-a-better-talent-community

[6] http://www.thetalentboard.org/cande-awards/cande-results-2017

[7] http://www.thetalentboard.org/cande-awards/cande-results-2017

[8] https://drjohnsullivan.com/articles/the-many-benefits-from-a-talent-pipeline-and-how-it-improves-quality-of-hire-part-1-of-a-3-part-series

[9] https://www.wilsonhcg.com/Talent-Pool-vs-Community-Which-Builds-An-Engaging-Employer-Brand