A Talent Acquisition Leader's

GUIDE TO A

Well-Run Recruiting Department

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Well-Run Recruiting Department

As a talent acquisition leader, you have a tough job—staying abreast on both HR and demographic trends, being part-marketer, part-IT and part-mediator, while captaining the day-to-day recruiting efforts. On top of it all, you are dealing with generational transformations: baby boomers retiring, millennials moving into more leadership positions and Gen Z entering the workforce.

Balancing company workloads, stakeholders and recruiting industry shifts requires a clear strategic plan. Part of that plan involves understanding the company's target audience, in order to hire the right talent, at the right time and on budget. Millennials. who comprise a significant portion of the audiences, are often misunderstood and thought to only focus on perks such as happy hours or in-office ping pong tables.

This guide will debunk those myths, offer insights into the motivations of this current wave of talent and provide direction on how to lead your recruiting department to best engage with this group.

Below is a preview of you will learn:

- **How to implement company-wide programs to encourage career growth**
- **The most strategic ways to partner with the CTO and CMO**
- **How your team can increase offer process speed**
- **Qualities to consider when hiring new recruiters**

COMPANY WORKLOADS

RECRUITING INDUSTRY SHIFTS
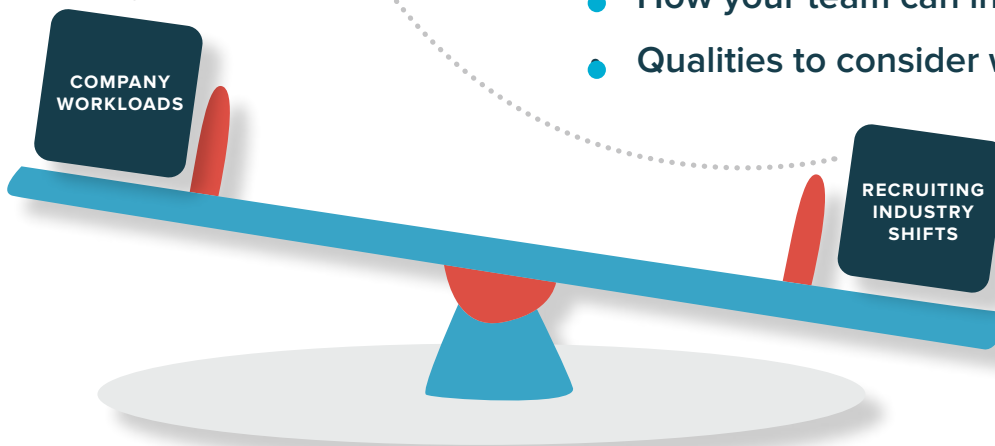
How to implement company-wide programs to encourage career growth

According to the 2018 Yello Recruiting Study, one in three millennials ranked career growth as the most important factor when accepting a job, whereas only one in seven ranked salary as most important. Solely increasing the salary for in-demand candidates no longer works; today's job seekers simply cannot be bought. The most successful employers will offer continued growth and learning opportunities. As a leader, consider implementing these company-wide programs to facilitate career

> " **One in three** millennials ranked **career growth** as the most important factor when accepting a job. "

1 Establish set career paths for entry-level positions
Collaborate closely with other department heads to establish employee development paths that align with long-term business goals. Include placeholders so hiring managers can work individually with employees on specific, personalized goals and the tactical plan required to achieve those goals.

2 Check-in regularly on progress
Once the paths are outlined, establish a company-wide cadence to review career development plans. Whether these are part of the formal review process or independent, accountability is key to ensuring employees receive the career coaching they need to grow within the company.

3 Create a leadership development and mentorship programs
Establish a leadership development program by inviting high performers from a variety of departments. Meet quarterly to discuss how they are reaching their goals, company expectations, challenges, best practices and guided learning opportunities. Also consider launching an internal mentorship program that pairs senior-level leaders with these high-potential entry-level employees for added support.

4 Implement a company-wide online course membership
A low-effort, high-reward way to faciliate employee growth is to implement a corporate-level membership to online courses, through a site like Lynda.com or Skillshare. Employees will benefit from learning both technical (Excel, Photoshop, Google Analytics) and softer (public speaking, how to manage others) skills to help them advance in their careers.

**5 Allocate a professional development budget for employees**
For employees to really take the step from their current to future roles, an outside perspective can help facilitate these transitions. Work with your organization's CFO to allocate budget to professional development opportunities for employees. This investment can make the difference between your company's future executive team coming up through the ranks internally, or watching them jump ship to a competitor.

The most strategic ways to partner with the CTO and CMO

Technology is key to attracting and hiring millennials. The 2018 Yello Recruiting Study found that nearly 30 percent of respondents have applied for a job via their mobile device. That means 30 percent of millennials are not just researching jobs online, they are actually applying to jobs on their phone. By not having a mobile-friendly careers page AND talent application, you are missing out on at least 30 percent of that millennial population. Employers who place an emphasis on a mobile-friendly career page—and even enable applications via mobile devices—can open the door to a new population of applicants who might not have otherwise considered the company.

How do you access the resources to be able to bring the mobile experience to your applicant pool? Team up with your organization's CTO and CMO, to most effectively build your recruitment technology and messaging.

29%
percent of respondents have applied for a job via their mobile device.
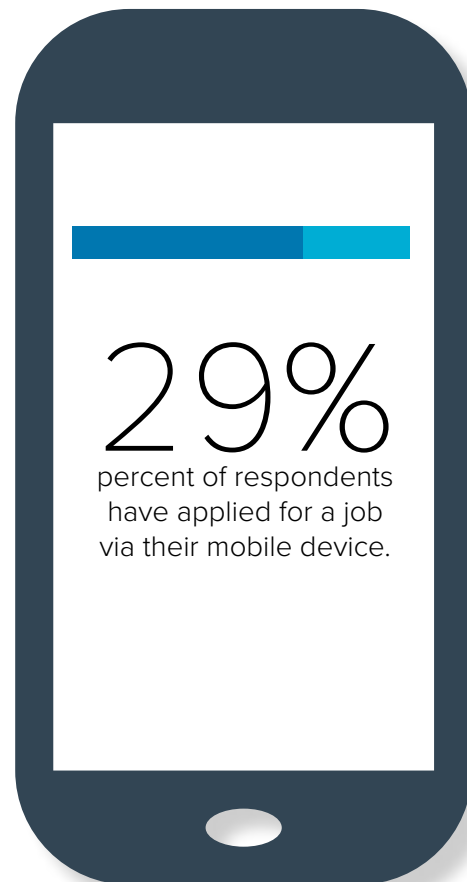
1   **Work closely with the CMO to keep up-to-date on digital trends**

Perception is a critical piece of hiring top talent. If candidates perceive your company to be behind on digital trends, such as social media or content marketing, they may regard your organization to be behind the times, despite the fact that you may be an industry leader. Meet regularly with your organization's CMO to ensure your recruitment marketing meets current branding, you are recruiting on the social platforms and you are producing the content these candidates want to read.

2

Work closely with the CMO to co-own the company's narrative

As head of talent acquisition, you and the head of marketing should have equal input into crafting the messaging to candidates. Your recruiting team is the face of the company for a large audience; how are they telling the story? The marketing department works hard to stay current on the best ways to reach the most relevant audience. Use their research and expertise to co-create messages that market your positions, the company lifestyle and the brand.

3

Work closely with the CTO on career page user experience

The career page should receive the same attention as any revenue-generating page on the company site. Collaborate with the CTO or head of digital to develop a plan and cadence to regularly update the career page, to reflect best-in-class web design practices, ensure photos are current, benefits are updated and you are receiving resumes most efficiently. Further, ask for access to reporting tools (like Google Analytics) in order to view real-time reports and understand the efficacy of the talent portions of the website.

4

Work closely with the CTO on career page site speed

Candidates will not wait for slow-loading careers pages—they will simply move on to the next company. The performance of the careers page is a reflection on the rest of your business. Slow load times may lead to questions such as: *Are overall processes slow? Are growth opportunities lagging? Will it be difficult to complete projects due to internal roadblocks?* Test your career page site speed using a tool like Google's Mobile Website Speed Tester, educate yourself with this information, then take the findings to your CTO to begin the conversation.

5

Implement recruitment technology

Collaborate with your CTO to implement the transformative technology to help your team hire the right candidates at the right time. Recruitment marketing and operations software will elevate a well-run talent acquisition department into a high-performing team, which makes a significant impact on the business. The right technology will help your team engage, capture and nurture top candidates, while seamlessly converting them to hires.

How your team can increase interview process speed

According to the [2018 Yello Recruiting Study](#), nearly 50 percent of potential employees have multiple offers to consider and 20 percent said speed was a reason they turned down an offer. Organizations no longer have the luxury of thinking they are the only offer on the table. The following ways will help you lead your team to a faster interview process.

> Nearly **50 percent** of respondents have multiple offers to consider.

1 Become the technology evangelist
As a department leader, it's your responsibility to ensure your group has the tools needed to do their jobs in the most effective way possible. Educate yourself on the technology and advocate your group's needs to the powers-that-be. Further, explain the importance of embracing new tools to your team. Be their coach on both the basics of recruiting, as well as the ways digital talent acquisition can improve their skills and the department's productivity.

2 Implement a centralized repository where all team members can access candidate data—resumes, video interviews, hiring team feedback
Employee turnover and mismanaged information should not be either of the reasons you lose top talent. Any team member, at any point in time, should be able to access all candidate data. If one recruiter is out during part of a candidate's interview process, every team member should be able to jump into the process easily to provide support. While delays are often inevitable, inaccessibility of candidate information should not be the cause.

3 Establish a faster process from initial point of contact
Consider eliminating phone screens from your interview process and replace them with pre-recorded video interviews. This can cut back on the first-round in-person interview, and save the hiring team from meeting with un-qualified candidates. Pre-recorded video interviews can help ensure only the best candidates advance through the process.

4 Don't allow scheduling issues to interfere with the hiring process
As you likely remember from earlier days in your career, scheduling interviews can be the most tedious, time-intensive task for recruiters. Implement scheduling software, so candidates can self-schedule interviews, removing the recruiting team as the middlemen.

5 Create an employee referral program
Bypass the time and hard costs of sourcing from scratch for every hire or engaging with outside recruiters, by using your most valuable asset—your employees. Referrals are often the best employees. Build a referral program to enable your workforce to recruit the best talent from their networks while minimizing the initial candidate discovery phase.

Qualities to consider when hiring new recruiters

Despite technology driving much of a job seeker's company research, recruiters still play a key role in the hiring process. 70 percent of 2018 Yello Recruiting Study respondents indicated a recruiter impacted their final decision to accept a job. In an age where recruiting software makes the hiring process more efficient and automated, recruiters still serve as a trusted guide, keeping potential employees updated and well-informed during every step of the process. Your challenge is not only finding the top candidates for your open positions, but also finding the top recruiters for your department. As a leader, below are key qualities to look for in recruiters when building your talent acquisition department.

BETTER RECRUITERS

MORE ACCEPTED OFFERS
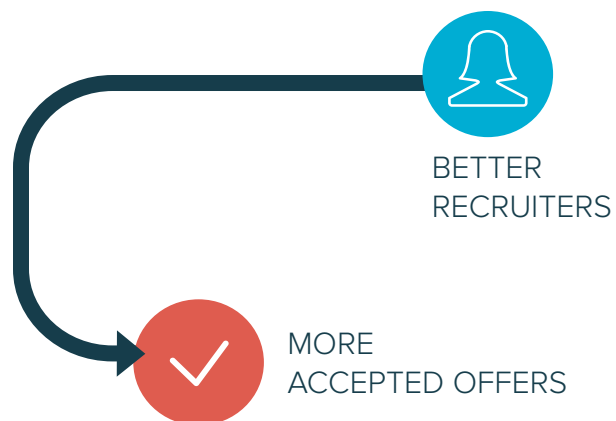
> **70 percent of respondents said** the recruiter they worked with during the interview period impacted their decision to accept a job.

1 Sense of urgency

Recruiters need to have an inherent understanding of the importance of speed throughout the interview process. They should feel comfortable working closely with hiring managers across all levels, setting deadlines and ensuring the interview process adheres to those deadlines. Make sure potential new team members know what makes a top candidate for your company and ensure they can identify those candidates, and establish contact immediately. Additionally, work with your team to set response times for candidate inquiries.

2 Transparency

Whether they are delivering positive or negative news, new recruiters should understand the critical roles of transparency and timely communication in the recruitment process -- both with internal and external audiences. If there is a delay in bringing candidates in for a second-round interview, the recruiter should let the candidate know as soon as possible. If the candidate pipeline for a specific role is sparse, the recruiter should meet with the hiring manager to brainstorm title or job description edits.

3 Genuine interest in connecting

As you know, recruiting is not simply matching a number to a job posting. New recruiters should have an inherent interest in connecting others, uncovering common interests and cultivating a pay-it-forward mindset.

4 Confidence

Recruiters are often the first point of contact with your organization. If candidates sense they lack confidence, it may lead to a mistrust of the company. As a leader, it is important to identify recruiters who are (or have the potential to be) poised and outspoken advocates for both the company and jobs they are filling. You may need to coach some new recruiters on how to fake-it-till-you-make-it, while others may possess the skill naturally. Regardless, hiring recruiters who are equally as comfortable interviewing entry-level candidates, as they are senior-level leaders, is key to building a strong talent team.

5 Listening skills

Listening is a carefully honed skill, and arguably the most important skill a recruiter can have. Your team needs to be able to listen to beyond what candidates are verbally communicating and listen to what a candidate isn't saying - picking up on key nonverbal cues, as well. These cues provide a segue into the questions that can ultimately make or break a candidate's success with your company.

Are you ready to take your team to the next level? Find out how recruitment software can complement the success of your department.

https://yello.co/request-a-demo