



yello

How Early Talent Teams Can Do More With Less

The Ultimate Guide to Efficiency,
Diversity, and Technology

A Comprehensive Approach to Early Talent Acquisition

Early Talent recruiting teams have a unique approach to talent acquisition that requires purpose-built tools and strategies to meet their goals. Although each employer has different goals for their talent acquisition teams, many still struggle with meeting hiring and diversity goals, streamlining their processes, directives to consolidate their software tools, and competing against companies with more resources to get to the same candidates.

In this guide, learn why leveraging tools and processes built specifically for early talent helps you improve scalability and results, so that you can find and hire the right talent for your organization. Early talent recruiting teams are tasked with some of the most unique talent acquisition duties – many times with limited resources. Here at Yello, we focus on helping early talent teams do more with less through our singular, comprehensive platform built for every step of early career recruiting.



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Chapter 1

Expanding Your Recruiting Reach to Diversify Your Talent Pool: Strategic Sourcing for Inclusive Excellence



Part of creating efficiency within your organization is having a consistent flow of candidates that meet your requirements for open positions *and* DEI initiatives.

Diversity and inclusion is an important part of any business' growth, as seen by the change in workforce demographics—Boomer workforce was 75% white, Millennial workforce 55.8% white, and Gen Z workforce 51% white. With each new generation, joining a diverse workforce becomes a more important issue for potential employees, and employers who don't make diversity a priority can see high turnover rates or fewer job applicants.

Outside of a changing population, Jennifer Brown's book *How To Be an Inclusive Leader* shows that Fortune 500 companies with at least three women executives had a 66% increase in ROI and 42% increase in sales compared to those without.

Having a diverse and inclusive employee structure mirrors the outside world and benefits companies in a way that cannot be ignored.



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Ways to Source Candidates

There are many ways to source candidates, both online and in person. When DEI plays a part in your sourcing strategy, there are a few ways to source that will result in meeting your goals.

- Sourcing platforms like Yello Sourcing
- Diversity Conferences, including: Society of Hispanic Professional Engineers, National Society of Black Engineers, Grace Hopper Celebration
- Campus Career Fairs
- Social Media, including: TikTok and LinkedIn
- Sponsored Classroom Events
- Resume Review Events

It is especially helpful to build relationships with diverse organizations and networks to establish an evergreen pipeline of students who will be encouraged to seek out positions at your organization. Combining this with a virtual sourcing platform, such as Yello Sourcing, will enable your team to spend less time on administration and travel and more time building relationships and evaluating top candidates.



Sourcing Online

Having a virtual sourcing platform is something that can increase your recruiting reach and results **without more work for your team**. A sourcing platform can be a gateway to untapped talent pools with the ability to monitor your candidate diversity metrics. It's best practice to only use sourcing platforms that are in compliance with EEOC and OFCCP rules, so that any candidate data collected is both accurate and compliant.

With Yello Sourcing, you're able to reach students from all schools and WayUp is a trusted brand amongst students and recent graduates.

Platforms like Yello Sourcing offer you:



Diverse existing candidate pool



Job applications with screening questions to surface top candidates



Integration with CRMs, ATSs, and other commonly used software



Campaign tools that support both emails and texts to communicate with candidates



School and candidate reporting to know ethnicity, gender, major, location, campus, experience level, veteran status, and more



These platforms are built for early talent, which is why they cannot be replaced with job boards like LinkedIn or Indeed.

To efficiently motivate diverse Gen Z candidates to apply to open requisitions, the job ads must appeal to them. Here are some steps your company can take to create more inclusive job ads:

Start each job ad with a mission statement from the company and include any benefits that would appeal to diverse audiences, such as: flexible working hours, mental health days, parental leave, mentorship programs, or employee resource groups.

Be conscious of the way you write. Being conscientious will help you avoid blunders with race, gender, sexual orientation, and age bias. Leverage a tool that can read through your copy and [flag potentially problematic wording](#).

Take out abbreviations, acronyms, and corporate jargon. It can confuse candidates that are new to the field and keep many from applying because they assume they aren't qualified if they don't know the lingo (that may not even be used outside your company).

Embrace your unique voice. Have a personal touch in your outreach and keep your tone fun and upbeat. Gen-Z responds well to authenticity and if you're able to get them excited and tell them how they will be able to make an impact at your company, you'll have a better chance of being top of mind.

Personalize your outreach. For Gen-Z, more generic communication isn't always the answer. They will take notice if communication is personalized but still consistent.

Chapter 2

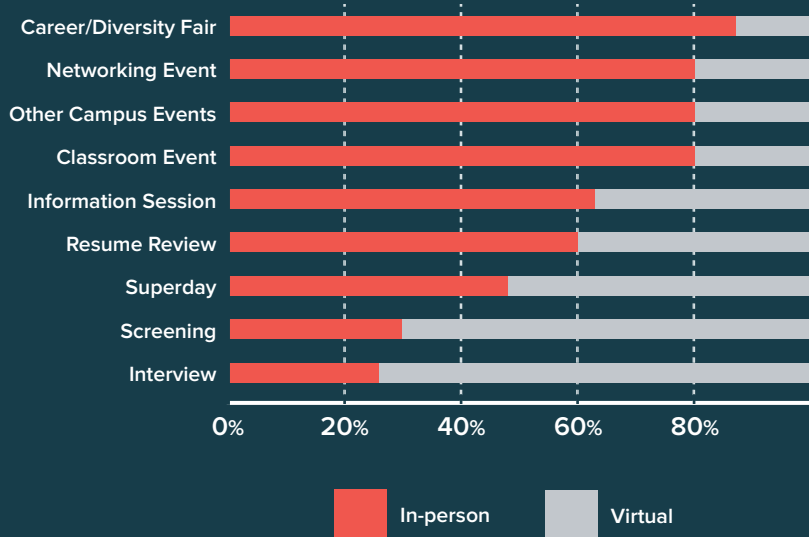
Rethinking Your Campus Recruitment Strategy: Increasing Efficiency for Events, Interviews, and Evaluations



One of the most challenging aspects of early talent recruiting is determining your hybrid mix.

Which events will you attend in person, and how many virtual events should you attend? According to Yello data, the best practice for balancing virtual vs in-person events is 30/70 percent, respectively. After the pandemic, virtual events have reached a lower plateau, but students still attend both. According to [State of Campus 2023](#), it's more effective to make screenings, interviews, resume reviews, and superdays virtual events.

**Hybrid Mix by Recruiting Event Type
(Fall 2022)**



When starting your planning for the next event recruiting season, it's vital to pick the events that will yield the best results for your goals. The worst thing an organization can do is rely on core schools and repeat the same events every year if they are looking to streamline this process. Core schools can be useful if you have a strong relationship with them, but relying on core schools to meet your diversity and hiring goals—without examining your hiring metrics from the past—is unproductive.

If you aren't tracking those types of insights, you can use a data-driven tool such as [Campus Diversity Insights](#) or something similar to track where your candidates came from and the breakdown of school demographics where you go to recruiting events.

With a school demographic tool, you will get a census breakdown of the majors and student demographics for any public university in the United States. If you're looking for female engineers, it's best to go to the schools that have the higher percentages of female engineering students. It's a data-driven approach to boosting hiring conversions and weeding out locations that do not match with your goals.

What Events Should Early Talent Teams Attend?

Outside of determining location for the in-person events you attend, your team may need to reevaluate the types of events you attend or sponsor. If you have a smaller early talent team or are working with limited resources, it's time to shake up some of the events you attend.

Career Fairs are often table stakes for an early talent program, but only attending those types of events can hinder your sourcing outcomes because of how busy they are. It can be difficult to truly connect with students. You can also work with career centers to attend or host events, such as:

- Diversity Events
- Networking Sessions
- Open Houses
- Mixers
- Hackathons/Competitive Events
- Classroom Visits
- Coffee Chats

Some of the smaller events like classroom visits and competitive events allow you to control the audience you're in front of with more opportunity to increase brand awareness.

This can save you time and money and ultimately help drive better recruiting outcomes. To keep your events effective, the early talent team should be leveraging mobile apps like Yello Pro to quickly evaluate candidates as you meet them. These notes, along with the data you capture at events, will determine the ROI of the events attended.

What Type of Event Software is Best?

Not all event recruiting software is built the same! To achieve the most streamlined event recruiting process, you will need to use event recruitment software—excel sheets with QR codes and collect forms are not going to cut it.

The types of features to the right will streamline every event by allowing for pre-registration to collect resumes and information. You avoid writing on the backs of resumes (and maintain a culture of compliance), you keep all the data for each event saved to a platform that can be sent to your CRM or ATS and start the many rounds of interviewing. A best-in-class event recruiting platform will condense your tech stack for tools used before, during, and after an event.

At the bare minimum, your event software should have the following features:

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- ✓ Event-based interview management
 - ✓ Candidate evaluations
 - ✓ ATS integrations
 - ✓ CRM integrations
 - ✓ Communications via text or email campaigns
 - ✓ Mobile app
 - ✓ Virtual event video interviewing
 - ✓ Campus profiles
 - ✓ Pre-event registration

Evaluating Candidates from Events

In order to fairly evaluate candidates from events, you must have rules and criteria decided before you ever step foot on campus. A standardized process means fair evaluations, faster decision making for recruiters, and a streamlined process from hello to hired.

For each type of requisition, you will need to establish what questions will be asked of each candidate for each round of interviews. You will also need to come up with a rating scale rubric for evaluators to mark without making additional comments that could be very subjective. It is highly recommended that you also have each candidate do a skills based test to quickly weed out any who may not have the level of proficiency you are seeking out.



Chapter 3

Driving Talent Acquisition Through Technology: Standardizing Early Talent Candidate Management with Software



Early Talent teams can no longer afford to be without recruiting technology to increase productivity.

A talent acquisition department of both experienced and early talent isn't going to be efficient if they have both teams using HR software built only for experienced recruiting.

Recruitment CRMs for All

A CRM is vital for teams looking to store and track candidates through their lifecycle—especially for early talent teams! Every CRM is going to have automation capabilities, but it's best to look for the following automations:

- Candidate rediscovery (match existing contacts to new or updated requisitions)
- Segmented pipelines (save searches for skills, majors, and graduation date to create a list of potential candidates)
- Multi-touch campaigns (automated emails going out based on specific triggers)
- Interview scheduling with bulk scheduling

While this is not an exhaustive list, it does cover a majority of the bases that will be most effective for the early talent recruiting team.

Automation built with early talent in mind can help campus recruiters do more with less. Focus more on speaking with students, conducting effective interviews, and getting information to them quickly—no matter if it's a team of 5 or 30. One of the biggest complaints from Gen Z is not hearing back in a timely manner or sometimes nothing at all. Gen Z candidates highly value a company that communicates with them, and they're more likely to continue to engage now and in the future if communication is consistent. One of your biggest competitors as an early talent team is timing, and properly building automation into your recruiting process is a way to level that playing field.

Data is Supreme

Your recruiting software—whether a CRM, events platform, or sourcing platform—should have reporting that will help your early talent team to measure and maximize ROI. As you go through the fall and each major hiring season, it's best to keep tabs on your data to see if you're going to meet your goals.

To build an early talent program based on continuous improvement, you should take a few weeks after the fall hiring season to sort through all your data. You should strive to capture as many of the following data points as you can:

- If you met your diversity hiring goals
- How many candidates applied
- What events you attended and the candidate data from those
- What emails or texts were better received by candidates to encourage them to apply or attend events
- Which schools had the best turnout for events
- Which schools most of your hires came from

If you're not actively looking over data from your recruitment software, you are actively wasting money and time.

Taking the time to understand the data your recruitment software collected will improve your ROI significantly over time. You no longer need to rely on core schools, you can go to the schools that are driving students to your booth.

You can monitor DEI goals and find places that have a student body that matches closely with your goals. You can also save time and money on events by verifying what events drove the most conversions and focusing on those ones for the next year. If you're not actively looking over data from your recruitment software, you are actively wasting money and time.

Is AI the Answer?

Technology is a must, but there are some places where advancing technology may not be the right move. AI can help automate some of the more manual aspects of the recruiting process, but it should be deployed intentionally and carefully to avoid bias. At its most basic function, AI is still an algorithm that is fed from specific sources of information to try to make decisions. As seen in a [2018 example from Google](#), they supplied a new hiring AI with records of past hired candidates, which were predominantly white men. As a result, when the AI surfaced resumes, it highlighted primarily white men and ignored other candidates to the point that they had to stop using it.

Benefits of AI:



Communications



Offer suggestions to streamline processes

AI is beneficial if you're mindful of how it is deployed within your organization, and for talent acquisition teams, it can save hours of time spent on administrative tasks so you can spend more time connecting with candidates! For example, AI can help you crank out email templates for candidates, write job descriptions, and even function as a chatbot for candidates with questions.

AI has an incredibly long way to go before *trusting* it to make [hiring decisions](#). Any recruiting platform that suggests that their version of AI can fill a pipeline of candidates based on a job description without needing a human to check it over is not something you should trust. AI can only determine options based on past behaviors/data, so if your company has hired a majority of men for a certain position in the past, the AI is not going to equally weigh female candidates. This makes AI an issue for both [suggesting candidates and reducing bias](#) within a company. **AI can offer suggestions for candidates based on skills**, but actually adding candidates to pipelines should still be left to people.

Along similar lines, AI can't be trusted to fairly promote new positions to existing candidates or within a platform. AI's are trained on past data and can also rely on keywords to determine what candidates should be alerted to new jobs. This can introduce unintended bias, and it's important to actively monitor AI-powered technology to minimize bias.



AI has an incredibly long way to go before trusting it to make hiring decisions.

Chapter 4

Connecting with Gen Z: Scaling Communication Strategies for the Digital Generation



The Importance of Communication

Once you've implemented technology that can help streamline communication, the next step is to evaluate your communication strategy to be sure it's effective for a Gen Z audience and achieving the goals you set for engagement and conversion.

Tailoring your early talent communication strategy to align with Gen Z's communication styles and motivations will not only result in better conversion rates, it will help you attract more qualified candidates so your candidate pool is stronger. Gen Z looks for companies that align with their values and take interest in their employees, so the employers that can best communicate their values are going to have better engagement with this group.



Knowing Gen Z

There are quite a few things to know about Gen Z to understand what appeals to them as they search for jobs. Generation Z has lived through multiple earth-shattering events in the last 20 years that have shaped their values and their thoughts about work. Due to these factors, Gen Z is not immediately loyal to their employer—they operate under the premise that the employer needs to meet their expectations first. This lack of loyalty isn't solely financially-motivated; studies show they will take a pay cut to work at a place that has more growth opportunities. To understand Gen Z is to know that you can make a big impression by promoting your employer brand and brand values.

Many Gen Z candidates expect that there will be technology used in the workplace. This includes using things like video interviewing and personalized emails for consistent communication with them through the candidate process. It's good to note that one of their **biggest complaints for companies** is being “ghosted” and never receiving any communication from the employer about the position and their application.

What Gen Z Looks for in a Company:



Their **top industry choices** are: healthcare and social services, education, professional and business services, and government.



They look for work-life balance and flexibility. To Gen Z, flexibility is more than just remote work or having hours that allow for going to a doctor's appointment without using PTO. It's the ability to morph into **new roles or move up into the company**.



At a minimum, Generation Z expects the **“Big 3” employee benefits**: Medical insurance, paid time off, and retirement savings. Aside from the “Big 3,” Generation Z is looking for maternity and paternity benefits, student loan repayment, and tuition reimbursement.



They love creating community. A workplace that encourages Employee Resource Groups, diversity, and gives consistent feedback through reviews is going to go a long way in keeping Gen Z at the company.

Crafting Branding Content for Social Media

Now that we know what Gen Z values in an employer, you have a better idea of how to leverage social media to build your employer brand. **The biggest rule for social media presence is authenticity**; overly cheery or generic copy is going to sound insincere.

Collaborating with your marketing team to offer up content for early talent will take your efforts to the next level because your Marketing team can create templates or improve the content and schedule it for you. You will want to have a good variety of media including videos, posts, infographics, pictures, and thought pieces to offer different insights into the culture of the company.

Steps Companies Can Take to Create Content for Gen Z Recruiting

- **Get feedback from current employers.** Talk to the younger Millennials and Gen Z employees you already have in internships or positions. Ask them why they like working at your org or what drew them to you. Make Tik Tok videos out of it and share it on LinkedIn too.
- **Celebrate employee wins!** Create content celebrating your current workers, did someone go above and beyond? Post it on LinkedIn and TikTok.
- **Brag about your benefits!** Post about your benefits, do you offer summer Fridays? Ask employees to send pictures of how they're enjoying their time.
- **Partner with marketing on brand design.** Make sure the designs of graphics and backgrounds are using cohesive color palettes and a brand guide so that all your posts link together.
- **Be responsive on your social media posts.** Putting up a new post for early talent a couple times a week is great, but if you don't answer their questions on the posts, it's not sending a good message!
- **Don't be afraid** to share industry expert content if you're running low on creativity or time.

Chapter 5

Looking Ahead: Doing More with Less in the Digital Age



The early talent landscape continues to evolve, so it can be difficult to discern which trends are here to stay. Below are the trends we foresee making a significant impact in the industry.

Skills-Based Hiring

A skills-based approach to hiring is an approach particularly relevant to early talent and can help drive diversity in your early-career roles. A skills-based approach does not automatically filter out candidates that have different work experience or education levels than what you think you need for a position. Instead, by focusing on specific skills, companies are **decreasing time to hire** and improving diversity by filtering the first rounds of people by skills tests and leaving them with the most qualified immediately.

Data-Driven Recruiting & DEI

Early talent software has advanced in the last ten years, which means companies now have more tools than ever to accurately track the return on investment of each hiring activity. All early talent teams should be tracking their time to hire, job description conversions, campus recruiting event conversions, diversity goals, and candidate communication metrics. Tracking that data will help you determine which events to attend, which to cut, and give you insight into places your team can improve each year.

Focusing on Work-Life Balance

Gen Z and Millennials make up the bulk of the workforce, and so there is renewed focus on work-life balance. Both generations mention work-life balance as an important benefit to them, and with the rise in remote work, many worry about not shutting down from work. Many expect workplaces to be flexible with time.

Focus on Internal Mobility

Along with skills-based hiring is an opportunity to establish internal mobility programs with your workforce. Your early talent candidates are looking for places where they can learn new skills and move to different positions within the same company. All **employers will need to come up with plans on upward mobility** for their different positions to prepare for this expectation from their employees.

Developing a Proactive, Agile, and Adaptable Recruitment Team for Sustained Success

No matter your resources, it's possible to need and create agile recruitment teams. An agile team is one that strives for innovation and efficiency. The process of creating an agile team include:

- **Identify value:** Know which tasks are the most important to completing your end goals of each job title.
- **Map the value stream:** Determine which of your job tasks don't add value, but are necessary and which tasks aren't necessary and don't add value. An example would be knowing that Gen Z requires more consistent communication during the hiring process and that your team spends fifteen hours a week sending manual emails to the candidates instead of automating your process. Invest in the software that eliminates that time so recruiters can focus more on evaluating the hundreds or thousands of candidates pouring into your CRM from events and sourcing sites.
- **Create flow:** After you have removed tasks that are a waste of resources, take the rest of your tasks and break them down into the processes that will get them done in a productive manner.
- **Establish pull:** This is a system you work backwards. The recruiting team knows how many requisitions typically open in a year and the time needed to properly assess and hire the right candidate. With that in mind, the team can determine what tech stacks they need to be productive, efficient, and remove further waste from the process. A pull system means you have the right amount of results at the right time and don't have issues with meeting them.
- **Pursue perfection:** Practice makes perfect. Sticking with traditional tech stacks and not looking for innovation will lead to complacency and breaking efficiency. Smaller recruiting teams need to be especially aware of innovation in tech stacks because it's going to hit them faster than a bigger recruiting team.

By using the above guide to create an agile early talent team, you will be able to create a sustainable team that can handle new processes and changes that come their way without losing productivity.

Conclusion

Early talent recruiting teams are tasked with some of the most unique talent acquisition duties and many times with limited resources. Your time is precious, which is why Yello put together this report on efficiency and tips to optimize your early talent team. As you prepare for recruiting in 2023 and beyond, there are a few things to remember:

Early talent recruiting is unique and requires different processes, tools, and strategies than experienced recruiting. Organizations who value and invest in early talent teams understand these nuances.

Early talent teams should be able to articulate how and why their work is different from experienced recruiting in order to be able to advocate for the tools they need. From event engagement, to nurturing potential candidates, to interviewing and evaluating students and recent grads, early talent recruiting teams simply have a different approach than experienced hiring teams.

There are few tools that are built specifically for early talent the way Yello is. If early talent is a priority for your organization, early talent technology should be considered.

About Yello

Yello helps hundreds of the world's leading brands manage their campus recruitment process to source and engage qualified and diverse early-career candidates. Yello's early talent acquisition platform enables employers to deliver a personalized candidate experience to the future of their workforce: early-career talent. Yello is the only solution built with early talent in mind, with industry-leading capabilities spanning the entire early talent journey, from planning to sourcing to events to recruitment operations. Yello empowers recruiters and candidates to stay engaged, connecting emerging candidates to their first job.

For more information about Yello, visit yello.co

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