4 Steps to Build a Rich Talent Pool
Dive Into a Talent Pool

The recruiting industry is not what it used to be. Jobs, technology, candidates, and strategies have all changed immensely over the past few years, as STEM positions proliferate, social media explodes, and a new generation of workers—complete with new habits, wants, and needs—has emerged.

You’ve probably felt the impact of this evolution first hand, and you’ve realized that it doesn’t matter how many people are actually out there looking for jobs (or not looking for them, as the case might be). If you’re having trouble finding the right candidates for the right positions at the right times, you’re dealing with a talent shortage.

The issue, of course, isn’t really about finding people; average applicants are everywhere. Instead, it’s about finding people with skills—many of which are scarce and often short-lived—and stockpiling them for future opportunities. Unlike the process of recruiting for specific job openings, sourcing by skillset demands proper timing, preparation, and endurance. It’s about creating a talent pool that you cultivate and nurture before you even need to hire.
How Do You Keep a Talent Pool Full?

In this eBook, we outline four critical ways you can ensure the development of a rich talent pool:

1. **Build and maintain a strong employment brand.** Like it or not, a good employment brand is your best asset when it comes attracting candidates.

2. **Cast a wide net.** Your ideal candidates are likely spread across a number of influential channels. It’s your job to go after them all.

3. **Create a simple, intuitive user experience.** Sounds basic—but this is vital to engaging prospects, particularly when they aren’t actively seeking employment in the first place. It’s also extremely important to easing your own workload.

4. **Continue engaging.** Understand that you’re never finished achieving candidate loyalty. You have to continuously work to sustain interest long-term, and unless you achieve the goal of hiring, you’re not succeeding.

Ready to learn more? Let’s get started.
Today’s emerging workforce is focused intently on finding meaning and experience beyond the traditional career. Even the most highly skilled employees don’t mind switching jobs every few years, if it means they can grow personally, contribute more, gain autonomy, or achieve better work-life balance. That’s why employers must work diligently today at fostering a brand that embodies these new cultural ideals. Communicate that you offer a place where people can be truly purposeful, and you are far more likely to gain the attention of both active and passive jobseekers. “The idea,” according to one expert with Bersin by Deloitte, “is that whether or not potential candidates are actively seeking employment, they are still passively exposed to the company as a favorable employer.”

A growing number of companies seem to agree—as evidenced by a recent LinkedIn study, which found that 59% of organizations are investing more now in their employment brands than they did the previous year. How does your organization compare? And how can companies work to improve both the delivery and perception of their employment brand?
Employment Branding Tips

**Have your employees be your evangelists.** If you already have people working for your company that are happy with their jobs, then position them to tell the world about it. They are the most trustworthy advocates you will find. Need proof? Fifty-two percent of respondents in the [2016 Edelman Trust Barometer survey](#) believe average employees are extremely credible spokespeople, and that they “outrank a company CEO, senior executive, activist consumer, academic, and media spokesperson as far as trust and credibility.” Bottom line: Be sure workers have the tools they need to easily share engaging corporate or personal content—such as blog posts, updates, reviews, or articles—to all of their networks and connections.

**Be authentic.** You can’t fill a talent pool with false promises. Be sure that the employment brand you communicate paints an accurate picture of your company culture. This means you must first understand the specific messages you want to convey to specific audiences. Executives don’t care about the same things that entry-level engineers care about. What can you share with prospects about your environment that will strike an emotional chord? Today’s workers crave this kind of transparency and will recognize and respect your honesty.

**Have a killer online presence.** Without a doubt, you need to regularly and appropriately communicate with followers on your social networks. Today’s jobseekers are fluent on these platforms and respond far more positively to content that’s current. In fact, according to a [2016 Glassdoor survey](#), “69% of active job seekers are likely to apply to a job if the employer actively manages its employer brand (e.g., responds to reviews, updates their profile, shares updates on the culture and work environment).” You also need an engaging and branded career site that showcases your employment culture across a variety of mediums—including photos, testimonials, and videos. And be consistent in the messages you send across all of your online channels. Remember, your brand needs to tell the story of what it’s like to work for your company, so you can earn the interest and loyalty of prospective applicants.

**Monitor market perception.** Be mindful that your employment brand is discussed in various places on a daily basis. Track what’s being said, and respond to questions or concerns. You need to be certain that your brand is doing what it’s supposed to do: helping you win the interest of high-quality talent.
Cast a Wide Net

Remember that building a talent pool isn’t about sourcing specific candidates for specific jobs, but rather about pipelining scarce and valuable skill sets. Your first job, then, is to know where you have skills gaps—so you can determine how to effectively find and reach the owners of those skills. Think of your effort like a lead generation campaign. You’re marketing your company and employment brand in order to build interest among specific audiences. And just as in marketing, a multi-channel approach is the best way to efficiently and consistently reach the greatest number of people.

Here are some of the best channels to incorporate as you work to grow your talent pool:

**Social media.** According to the 2016 Jobvite Jobseeker Nation report, today’s workers are using networks such as Facebook, Twitter, and LinkedIn as vital components of their job searches—not only to find jobs, but as forums for networking, advice and referrals. By establishing a solid presence on these networks and managing your employment brand, you give skilled prospects ample opportunity to engage with you. Look for tools that simplify this process by automating social broadcasts and easily capturing profile and resume data.

**Career site.** As mentioned earlier, you need a well-branded career site that offers potential employees a way to connect with you beyond simply applying for a job. Not everyone who visits your career page will be ready to apply or a good match for an open position. That doesn’t mean they won’t be valuable someday.
And Don’t Forget These

**Employee referral program.** Referrals are the best source of new hires for a reason. Your existing employees—particularly your top performers—typically connect with like-minded people, many of whom share their skills, worth ethic, and business values. A strong employee referral program will help send those “pre-screened” prospects your way with little effort on your part.

**Email lists.** After you’ve built up your talent pool, whether through referrals, social media, or web search, make it simple for them to stay in the loop. Provide easy ways for them to opt in to your email list, so you can gather pertinent details about skills and experience and target your future communications appropriately.

**Previous applicants and existing employees.** Never underestimate the power of what you already have. Every one of your company’s current employees has the capability of being developed further, or might prove to be a skilled asset in a different position down the road. Likewise, anyone who has ever applied for a position with your company has the potential to match an open requisition in the future. Look for tools that help you archive and search prior applications or video interviews, as well as your entire talent pool—whether it’s through tagging or bucketing groups by department. When you have an effective way to sort and organize your talent, it’s easier to do due diligence on what your prospects, as well as existing employees, can offer.

“The idea is that whether or not potential candidates are actively seeking employment, they are still passively exposed to the company as a favorable employer.”

*Bersin by Deloitte*
Continue the Engagement

After you begin filling your talent pool, your next challenge is making sure it stays full. Prospects might show initial interest in your brand or your opportunities, but they won't stay engaged if you don't give them a reason. You need the people in your talent pipeline to have one foot in the door, so you don't have to rebuild relationships from scratch every time you have an open requisition.

Prospects in your talent pool should be kept up to speed on your employment brand, messaging, workplace environment, and corporate culture. At the same time, you need to remain relevant. If you're continuously reaching out to prospects with introductory content, they'll fade out fast.

Here are a few tips for tackling this ongoing issue over time:

**Treat it like a nurture process.** Good lead generation campaigns are built around different touch points, understanding that prospects enter the track with varying levels of knowledge about your brand. Create your talent pool communication campaigns with these touch points in mind, crafting one message series for people who are completely new to your company's culture, for example, and a more advanced message series for those people familiar with your brand but curious about next steps.

**Communicate with compelling style.** Launch and track campaigns across different channels, including email, social media, and web sites. Speak to your talent pipeline about the topics that they care about—not what you want them to care about. Use engaging graphics, photos, or video that capture attention while providing information that matters. Never send fluff.

**Always be respectful.** Any prospective candidate in your talent pool is someone whose time is valuable. Don’t bombard anyone with requests or emails. Communicate at the appropriate level of experience and skill (i.e., don’t put 15-year senior managers in the same category with recent college grads). And remember that they all have aspirations. Let them know you understand their goals, and your company looks forward to building a relationship where they can contribute meaningfully.
Engage, Engage, Engage

**Don’t stop reinforcing the employment brand.** Just because prospects know who you are doesn’t mean they don’t need continued implicit reminders. Be consistent in your messages, images, and style. You will lower the odds of candidate confusion, while reinforcing your expertise.

**Invite interaction.** Encourage prospects to speak up and respond to your communications. This is the kind of two-way process that today's job seekers expect. Start discussions that not only engage those who provide comments, but also attract the attention of prospects that might be new to the conversation. And be sure to make it simple for people to take action.

**Be accessible at all times.** Candidates think about job opportunities in the most interesting places, from restaurants to bedrooms to bathrooms.[6] Be sure the communications you send are available to prospects on the devices and platforms they use regularly, so you can keep interest strong even when they’re away from their desks or on the road.

**Integrate.** If your ultimate goal is to convert prospects in your talent pool to applicants for specific openings, you have to make that transition seamless. Provide simple ways for prospects to jump to your current openings and then apply.

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*Bersin by Deloitte*
Ready to Get Going?

As millennial workers increasingly shrug off traditional jobseeker and employee paradigms, businesses looking to hire have their work cut out for them. By presenting a strong employment brand, leveraging the right number and type of communication channels, ensuring ease of use, and continuing to engage prospects, however, you can dramatically increase your odds of accumulating interest among this new workforce generation—and besting the competition.

In fact, the emerging importance of the talent pool is one of our greatest indications that recruiting has now become a marketing endeavor. Talent pools are to recruiting what sales pipelines are to sales and marketing. And any company that’s serious about being prepared to fill critical job openings quickly would do well to pay attention.
Jobvite is the industry leader in recruiting software that helps emerging, mid-market, and enterprise companies hire top talent easily, efficiently, and effectively. Our comprehensive and analytics-driven recruiting platform accelerates recruiting with an easy-to-use Applicant Tracking System (ATS), social recruiting capabilities, mobile-optimized branded career sites, a recruiting branding solution, on-demand video screening, advanced analytics, onboarding, and seamless integration with other HR systems. Focused exclusively on recruiting software since 2006, with offices in San Mateo and London, Jobvite has thousands of customers including LinkedIn, Schneider Electric, Amway, Zappos, and GoDaddy. To learn more & request a free demo, visit www.jobvite.com or follow us @Jobvite.