Recruitment Marketing
Creating & Managing Talent Communities
Best Practices

<p style="text-align:center">Recruitment Marketing
Creating and Managing Talent Communities</p>

A talent community is a sourcing strategy that aims to engage candidates deeply for employer branding and future hiring. Building talent communities allows organizations to tap into their available pool of warm, engaged prospective candidates to become the organization's future employees.

Whilst it takes time and effort to build and maintain, the benefits are clear:

- Reduced cost per hire, decreased time to hire, enhanced quality of hire, increased job offer acceptance rate, better candidate experience.

This best practices guide provides recommended strategies in building and managing talent communities as well as links to supporting documentation for Clinch configuration.

Let's start with identifying your objectives.

1. Identify your objectives

The first step in your talent community journey is to define your objectives. This is an important step not to be overlooked as it underpins your talent community strategy, processes and how you will measure success going forward.

Consider the following questions:
- What are you trying to achieve through talent communities? What business problem are you trying to address?
- How will you categorize your talent communities? E.g. By job family, department, external, internal, alumni.
- How many talent communities will you create as a starting point? Consider starting small with 2-3 and then adding more talent communities as you start to benchmark and measure success.
- Confirm areas of responsibility and define the end to end process within the team. E.g Smaller Talent Acquisition teams are often involved in every aspect of the talent community process from marketing through to targeted outreach. Whilst larger teams have dedicated roles for employer branding, sourcing and recruiting candidates.
- Cast your mind to this time next year, when you are in full swing with your talent communities. What does success look like?

With these questions answered, you can create your Talent Community Charter. This provides a reference point to the goals it achieves, roles and responsibilities and measures of success.

Talent Community use case example:
- *Consider company wide talent communities for job alerts, exit and expression of interest CTA. As you start to build out your talent communities, we would recommend **5-7 talent communities for each business department** depending upon the number of job families within each department.*

- *Identify internal talent communities for internal brand ambassadors to share stories to their referral networks, in turn attracting a broader and diverse community and increasing your referral hires.*

- ○ *Consider two or three specific alumni talent communities that could be a priority to your organization and create the most value. For example: Identify skill sets that will be critical to business success in the next 2-3 years.*

Understand your candidate personas

Now the objectives and the types of talent communities have been identified. It's important to consider your candidate personas. This is the target talent you want to have join your talent community.

- Personas help you understand what the behaviours, skills, education and goals are of your 'ideal' prospective candidate and helps to identify the types of compelling content you want to deliver.
- Consider the following when creating personas:
  - ○ *Where are they in their career? E.g early career, middle or senior level*
  - ○ *What work experiences make them a great match for working at your organization?*
  - ○ *What behavioural traits would allow them to do well in a specific role?*
  - ○ *What professional groups or online forums do they belong to?*

- *Use case examples:*
  - ○ ***Driving your candidates personas to your career site*** *include talent community links in blog posts, social media campaigns or in targeted outreach sequences.*
  - ○ ***Meeting your candidates personas where they are -*** *share your career site pages or dedicated landing pages on professional groups online forums, universities, career fairs.*

Clinch blog: ['How early is too early to engage passive talent'](#)

2. Creating your Talent Community

Talent Community Governance

Defining a governance structure for your talent communities ensures standardisation across teams, it helps to manage the back-end of Clinch and ensures quality candidates are being actioned quickly.

Consider the following best practice guidelines:

- **Assign a Talent Community Manager**: The purpose of this role is to work with the team to create and manage talent communities, ensuring consistency. To filter incoming talent by role, department, location etc, adding them into separate projects for sourcers/recruiters to further build relationships with.

  - ○ ***Use case example:*** *You may have a general talent community and also separate talent communities for each business department "Talent Community - Sales" and "Talent Community - Product & Technology". The Talent Community Manager can move the prospective candidates into the different talent communities based on the agreed criteria, sources/recruiters can sequence the candidates based on their proactive outreach approach.*

Note: To leverage Clinch automation to move candidates directly into sourcer/recruiter talent pipelines (known as projects) see turning warm leads into active prospects at the end of this guide.

- **Assign Strategic Tags:** Strategic tagging is an effective segmentation approach for managing talent communities and creating targeted outreach messaging to candidates.
  A best practice technique would be to create approximately **10 tags specific for each business department**.

  - Both qualified and unqualified candidates are likely to opt into your talent community. The team should have a clear set of agreed tags aligning to your personas e.g. Specific to role, skill set, experience, even serial applicant.

  - *Use case example: You can tag talent into 'Good fit' categories - quality candidates you want to engage with regularly, 'Not Yet' or 'No's'. Regardless of grouping, candidates should continue to be nurtured as they may be suitable for a role later down the line or may refer top talent your way.*

    'How to' links: Refer to Recruitment Marketing best practices guide pg 16 tagging, Knowledge portal - Candidate tagging

- **Talent Community Calls to Action:** Identify the purpose of each CTA. Typically, there should be no more than **10 active CTA at once**.
  - Your talent communities are "built" directly from your careers page, where you link to Calls To Action (CTA).

  - Create a naming convention for each CTA, this allows for consistency and reduces the need to create new ones (especially if more than one person is setting them up). Naming convention example, Department Name - CTA Purpose - Initials of person who created the CTA.

  Refer to Recruitment Marketing best practices guide pg 8 for building Calls to Action.

- **Nurture Workflows:** Identify the purpose of each workflow and agree tagging conventions for the workflows.
  - Create a naming convention for each workflow. E.g. Department Name - Workflow Purpose - Initials of person who created that workflow

3. Managing your Talent Community

Now that you've created your Talent Communities, one of the best practice strategies in managing your talent communities is ensuring the team has a holistic approach to engaging talent communities on a regular, ongoing basis. Consider the following:

- **Send a Welcome Email:** When a candidate opts into your talent network, we recommend sending them a welcome email.
  - Keep the welcome email short, include information about the benefits of being in the community and what they can expect to receive.
  - Give the candidates the opportunity to opt out.
  - Don't forget to include links to your social media posts, blogs.

  Refer to Recruitment Marketing best practices guide pg 21 for example communications

- **One message doesn't fit all!**

  - **Advanced segmentation** of your talent communities not only takes into account the job family but also aspects like location and diversity initiatives, allowing you to be sensitive to cultural nuances in your targeted messaging e.g. Female developers.

  - ***Use case example:*** *The candidate's persona is helpful to reflect back on as you consider what compelling content you will send your talent communities. For example, engineers and sales won't be interested in the same types of content.*
    Maximize your impact by considering whom the targeted talent would like to hear from most and about what. This will form highly-targeted communications that draw their interests and make it compelling to read.

- **Creating and mapping content - you don't need to create all the content yourself!**
  - Speak to your marketing team and ask for marketing materials you think candidates would be interested in. For example, client case studies, blog posts, employee spotlights.
  - Recent media releases - Best Place to Work awards, funding, product announcements, and new feature releases.
  - Reach out to your business units. Does the product team have its own blog or a day in the life video? Are there photos from the last sales team kick on?

Once you have gathered both company and department related content. Start mapping out your content, thinking about how the content can be used to tell a compelling story about the organization/department and across what time frame.

- **Workflow automation - ongoing cadence of outreach to the candidates**
  - To keep your organization top of mind, regular, ongoing communications is a must. Set up your nurture workflows to automate this process.
  - *Use case example: Set up a **monthly nurture email for 6 months with a quarterly communication**. During this time the analytics will inform you of the open rates, which content is resonating, allowing you to adapt your strategy for the following 6 months.*

- **Marketing analytics**
  - Use the analytics to understand your talent segments further and the types of content they click on the most e.g. company news, department specific content, employee stories.
  - ***Use case example:*** *Focus on your 'good fit' candidates and the content they are engaging with specifically, this helps to build out your personas and tailor your content accordingly.*

4. Measuring Success

- Your measures of success should align to the objectives and priorities defined at the beginning of your talent community journey. As you continue to track and benchmark your metrics, use them to iterate on your talent community strategies.
- *Use case example of talent community metrics:*
  - *Number of opt-ins to the talent community*
  - *Ratio of career page visitors to talent community opt-ins*
  - *Number of social posts and nurture emails sent*
  - *Social engagement (number of followers, number of comments, etc.)*
  - *Open rates / click rates / response rates for email messaging*
  - *Number of people who entered the recruitment process from your talent community*
  - *Overall offer-accept rates of candidates sourced from your talent community*
  - *Time to fill rates for candidates sourced from the talent community*

5. The next step: turning warm leads into active prospects

This is where recruitment marketing and sourcers / recruiters meet. Where we leverage the Clinch automation to capture specific talent segments on the careers site and add them directly into your talent pipeline (projects).

Use case example: *Projects and Recruiter led workflows*
  - *Recruiter led workflows allows the team to deliver multiple actions on new candidates in one go within the CRM.*
  - *For example, if we were recruiting and building out pipelines for a hard to fill role such as Developers in Poland. When a candidate selects this specific criteria on the Talent Community CTA it can:*
    - *Automatically push them into the first stage of the project (pipeline).*
    - *Trigger a nurture workflow to engage the individual*
    - *Send a message to the sourcer/recruiter to advise them of the new candidate.*
  - *This allows the sourcer/recruiter to deep dive into the candidate's experience and commence their proactive outreach strategies.*

    Refer to Knowledge Portal - Creating 'SMART' lists, never start from Zero candidates - enhancements to CRM capability