

eBook

How a talent CRM will help you win at hiring

Rethinking your approach to recruiting

greenhouse





Contents

Win at hiring

**How to engage past,
present and future talent 03**

A recruitment CRM

**Encompassing the
candidate journey 09**

Lifecycle view

A single source of truth 12

Sourcing analytics

**Understanding the ROI
of sourcing 16**

Recap

**The strategic advantage
of a recruitment CRM 20**

Win at hiring

How to engage past, present and future talent



The recruiting landscape: Then and now

The talent landscape has undergone tremendous change in the past few decades. A workspace today without high-speed internet, virtual meetings, open-floor seating plans and a social media presence is almost inconceivable. But not that long ago, in a galaxy not that far away, sifting through paper resumes in cubicles, advertising in local newspapers and cold-calling job seekers on landlines were the dominant strategies for engaging talent. Depending on how much of a millennial you are, these may have been the primary methods of recruitment your parents endured (bless their hearts, even as they now stalk you on Facebook).



The then

So what are the most effective recruiting strategies of today? First, let's take a journey back to pre-21st century recruiting. Think Rolodexes, file cabinets, business cards and lots – lots – of paper resumes. All stuff that's a headache to gather, organize and maintain.

Enter applicant tracking systems, or ATSs, in the late 1990s. These tools were designed to do exactly what their name suggests – track applicants. Yet even with this software, there were still a lot of tactical and administrative responsibilities – sorting through resumes, coordinating with candidates and scheduling interviews.

There was so much to do that most teams were constantly playing catch-up, recruiting in response to a present need rather than as a strategic, proactive way to build the best-performing workforce. Recruiters weren't tapping into the most hire-worthy pool of candidates: those who weren't actively applying.

Recruiters weren't tapping into the most hire-worthy pool of candidates: **those who weren't actively applying.**

The now

Enter the 21st century, and the knowledge economy has multiplied the impact a single hire can make on your business, for better or for worse. Increased demand to find and place top talent as quickly as possible has led to a new generation of talent acquisition and management tools that better equip HR professionals in meeting the urgent needs of their business.

At the same time, changes are happening at the candidate level. With the rising sophistication of social media platforms, individuals can better advertise their skill set and engage with prospective employers.

According to a Fast Company report, 79% of job seekers today use social media in their search – and that **jumps to 86%** for job seekers within the first 10 years of their career.

Candidates are given a voice through sites like Glassdoor, Reddit and Quora, prompting companies to invest more in the areas of employer branding and candidate experience.

As power continues to shift from employers to candidates, the importance of pro-activity, relationship-building and speed in recruiting has become indisputable. That said, despite the help of all the upcoming HR tools that make it easier to find good talent, nothing has changed the fact that the best talent never stays on the market for long.

These new dynamics have pushed HR professionals to move from a reactive model of recruiting to a proactive one. Rather than starting candidate pipelines from scratch for every new role opened,

recruiters today know the distinct, strategic advantage of engaging a diverse network of talent in anticipation of business needs. More and more executives require their recruiters to be familiar with the talent market, and rely on them to participate in their company's growth as strategic partners rather than administrative support.

At the most winning companies, recruiters now go beyond the tactical and focus on more forward-thinking strategies that close the gap between a future or current job vacancy and a quality hire as effectively as possible.

Traditional recruiting

Reactive
Administrative
Employer-focused

Modern recruiting

Proactive
Strategic
Candidate-focused



Talent pools: The what and the why

One of the key elements of any proactive recruiting strategy is leveraging talent pools. A talent pool (also called a talent community) is a network of prospective employees identified as promising candidates to be nurtured for existing or future jobs.

They're a key recruiting tactic in today's market and, when properly leveraged, can directly impact the efficacy of any recruiting process to make the best hires, faster. Talent pools allow you to organize and segment anyone who's ever engaged with your brand so that instead of starting from scratch with each role you open, you can surface the best candidate for your job when you need to.

Before we dive into how to best leverage talent pools, it's important to discuss what the different categories of pools might be. Here are five common pools used across many companies that prioritize recruiting as a strategic driver of their business.

Former candidates

Candidates you've spoken with who were strong but didn't work out for whatever reason, whom you'd be interested in engaging for current or future roles.

Cold outreach

Passive candidates you've reached out to who could be enticed to have a conversation about current or future job opportunities at your company.

Opportunistic

Candidates with promising skill sets who've expressed some form of interest in your company – whether at an event, over a coffee, through an email, via a referrer, etc. – but aren't a fit for any particular role today.

College recruitment

Students at career fairs or other related events to be developed for future internships or full-time roles.

Alumni

Anyone who's worked for your company in the past, including interns, volunteers, part-time employees and freelancers.

Now you have talent pools – amazing! That already puts you ahead of most recruiting teams. The next question is: Where do they live? The equivalent of talent pools for many recruiters is at best a list of names in Excel or, often, someone's mental Rolodex.

Such lists are inaccessible, subject to error and could even vanish into the hands of a competitor. As a result, similar to how ATSs were developed to manage the flow of current, active candidates, recruitment CRMs are the new generation of recruiting tools designed to help recruiters reach out to former and passive candidates in organized, measurable ways.

Recruitment CRMs are the new generation of recruiting tools designed to help recruiters reach out to former and passive candidates in **organized, measurable ways.**

A recruitment CRM

Encompassing the candidate journey



The value of a CRM is easy to envision when we map out a candidate journey.

A candidate's journey is the process a prospect undergoes to become an employee at your company, similar to the sales and marketing concept of a customer journey, which outlines the steps for a lead to be successfully closed, a candidate journey outlines the milestones for a prospect to be hired.

The candidate journey

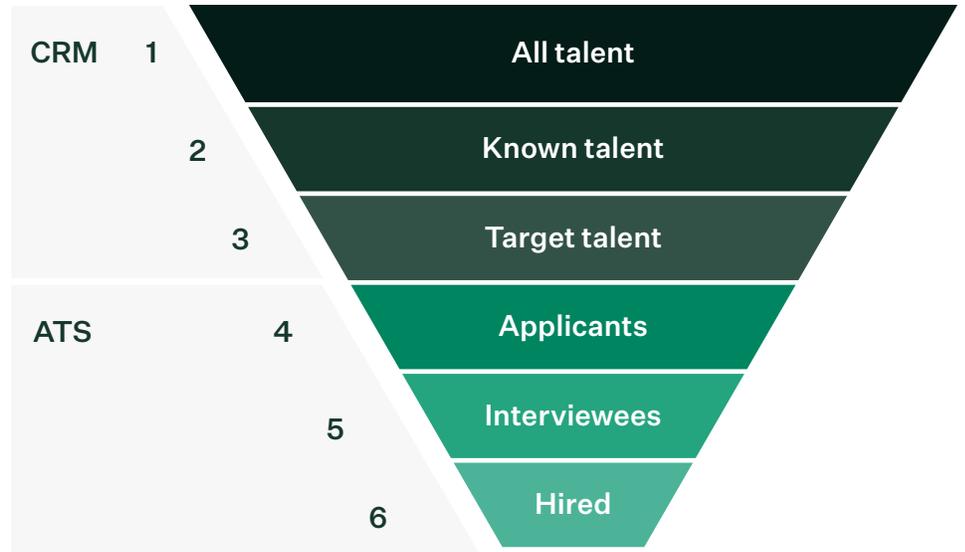


We start off with all talent, a category that includes just that – all the people in the world who are available to be employed. The subset after that is known talent, the people you're aware of through your recruiting efforts, whether or not they're qualified or interested in your company.

Then you have target talent, which are the pools of talent who have had some level of engagement with your company. This is the group you want to actively nurture as potential future hires. The categories after that – applicants, interviewees, hired – are much more familiar to

most recruiters. These prospects have converted into candidates in an interview process for a role that's live.

So back to the value of a CRM. In the candidate journey, stages 1–3 live in the world of a CRM, capturing the ecosystems of talent that aren't active job applicants within your pipeline. These stages are not tracked in traditional ATSs, which were built to manage stages 4–6.



Without a CRM integrated with an ATS, recruiting teams miss out on an entire ecosystem of talent (stages 1–3) that could become stellar employees of the future. It also means that great applicants in stages 4 and 5 who don't happen to get hired are lost after the role is filled, with nowhere to track and develop them.

With a CRM, these promising silver medalists are returned to target talent so they can be considered for tomorrow's job, even if today's job wasn't the perfect fit.

A CRM makes the candidate journey cyclical so you're constantly building your talent community over time. One of the key strategic advantages of a CRM is that you will never have to start a role from scratch again.

Lifecycle view

A single source of truth



A key benefit of a CRM is that you maintain a single source of truth across all of your prospect and candidate data.

In Greenhouse CRM, we call this lifecycle view. Lifecycle view provides visibility into your engagement pipeline and allows you to track important information, such as the date someone was last contacted, who from your team contacted them and for what reason, and the appropriate next steps to re-engage them.

Whereas an ATS manages active candidates for open jobs, a CRM that's integrated with your ATS captures any sort of engagement someone has had with your employer brand – **ever**.

Lifecycle view is a powerful capability – it gives you the ability to “see” into the history of any individual’s interaction with your brand, whether they’re a prospect or a live candidate.

Remember our candidate journey? Lifecycle view provides visibility into the entire journey at the individual prospect and candidate level. With this visibility into the entire prospect and candidate journey, you’re able to create a targeted communication strategy. After all the work you’ve done organizing your talent, you can now focus on delivering the right message to the right person at the right time – a perfect-storm moment that will ultimately compel people to apply to your jobs.

Through lifecycle view, your CRM becomes a memory bank of all the candidates and prospects your company has ever engaged with, allowing you to optimize your communication strategy. The many advantages also include:

Eliminate outreach redundancy

It's easy for two people from the same company to unknowingly reach out to the same prospect, especially on large teams. Lifecycle view allows you to search through the engagement history on any prospect or candidate so that your team can execute a coordinated outreach strategy to maximize response rates.

Reference past conversations for personalization

Lifecycle view enables personalized outreach by providing transparency into past interactions with talent. Let's say you find a sales manager on LinkedIn you're interested in reaching out to for an SDR Manager role you have open. When you upload their information into your cold outreach talent pool, your CRM, as your single source of truth, alerts you that their email address already exists in the system. When you click into their profile, you realize that you and the prospect met at a career fair a year ago. With this information (which you probably wouldn't have remembered without prompting), you're able to personalize your messaging by leveraging your previous interaction.

Resurface past feedback

Candidates who aren't a fit today could very well be a fit tomorrow. Lifecycle view captures any feedback, positive or negative, provided on someone's candidacy so that when you decide to re-engage that person, you can create an assessment process that's informed by known strengths and weaknesses.



Recruiting databases contain information on thousands of people and, even with talent pools as an organizational strategy, it's easy to lose track of when you or one of your team members engaged with someone in your database.

Given the ever-changing nature of talent pools as people evolve in their careers, lifecycle view is essential for nurturing these pools thoughtfully and allowing growing companies to get ahead of their competition.

Lifecycle view is essential for nurturing these pools thoughtfully and allowing growing companies to **get ahead of their competition.**

Sourcing analytics

Understanding the ROI of sourcing



You have your CRM, you've created your talent pools and you're leveraging the lifecycle view to personalize outreach as part of your targeted communication strategy.

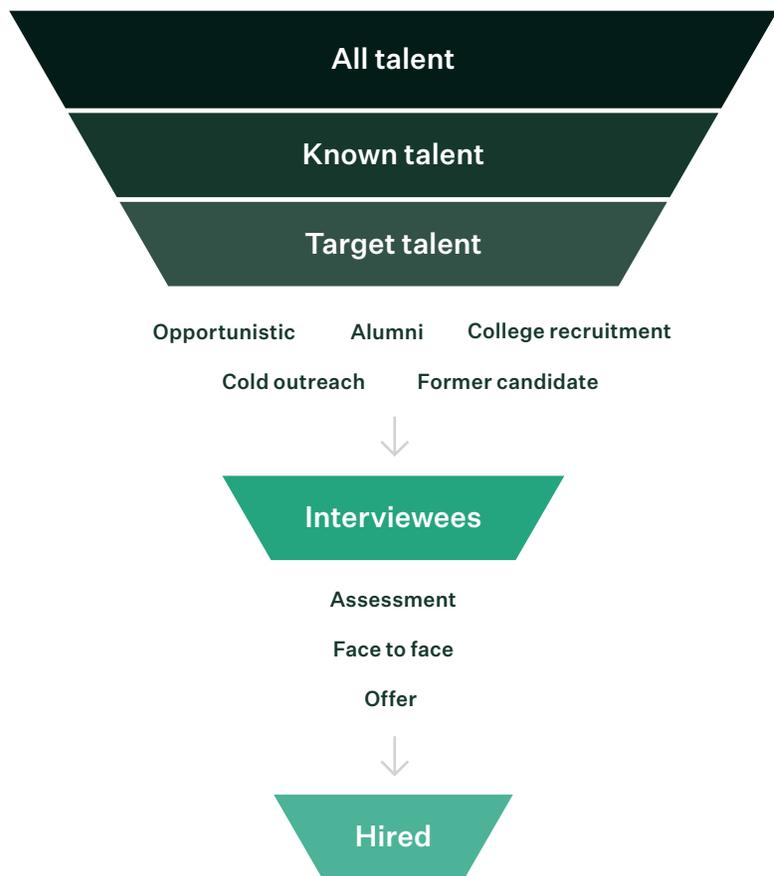
It's time to shift focus from doing to measuring. After all, what good is all the work you've done without analyzing the results of your efforts and understanding how to improve them?

This brings us to a final key advantage of a CRM: sourcing analytics. Sourcing analytics allows you to analyze your sourcing activities, measure the throughput of your pre-candidate pipelines and report on what matters: how many prospects from your pools are converting to candidates and getting hired.



This is where the aptly named prospect conversion report in Greenhouse CRM comes in. On a per-pool basis, prospect conversion pulls the total number of prospects added, the conversion rates of these prospects into candidates – and the subsequent conversions of these candidates throughout key stages in an interview process, measured as assessment, face to face, offer and hired.

That way, recruiters can get a snapshot into the performance of their talent pools for any window of time.



In addition to better understanding conversions between each stage in your candidate journey, sourcing analytics also allows your recruiting team to have visibility into the success of each team member’s sourcing efforts, making sure you spend time and money in the right place.

Greenhouse CRM reports like prospect activity track information from a user perspective, providing metrics for who gets credit for adding a prospect or how many emails a team member sends through Greenhouse.

Without a CRM, there's no way to track how your early efforts (in stages 1–3) affect the outcomes of your hiring (in stages 4–6). With a CRM, you can iterate on your process over time so that your sourcers and recruiters are maximizing every effort to help your company focus on what matters most: growing a team of fantastic people.

With a CRM, you can iterate on your process over time so that your sourcers and recruiters are maximizing every effort to help your company focus on what matters most: **growing a team of fantastic people.**

Recap

The strategic advantage of a recruitment CRM



Given the rising level of recruiting sophistication within our talent landscape today, it's evident that there's an underlying shift in how candidates, recruiters and hiring managers interact with each other to find the ideal employer-employee fit.

We've moving beyond ad-hoc, manual systems that focus on tracking existing resumes toward a marriage of modern ATS and CRM platforms that function as a collaborative tool for hiring teams, helping both recruiters and hiring managers harness talent of the past, present and future.

Remember this?

Traditional recruiting	Modern recruiting
Reactive	Proactive
Administrative	Strategic
Employer-focused	Candidate-focused

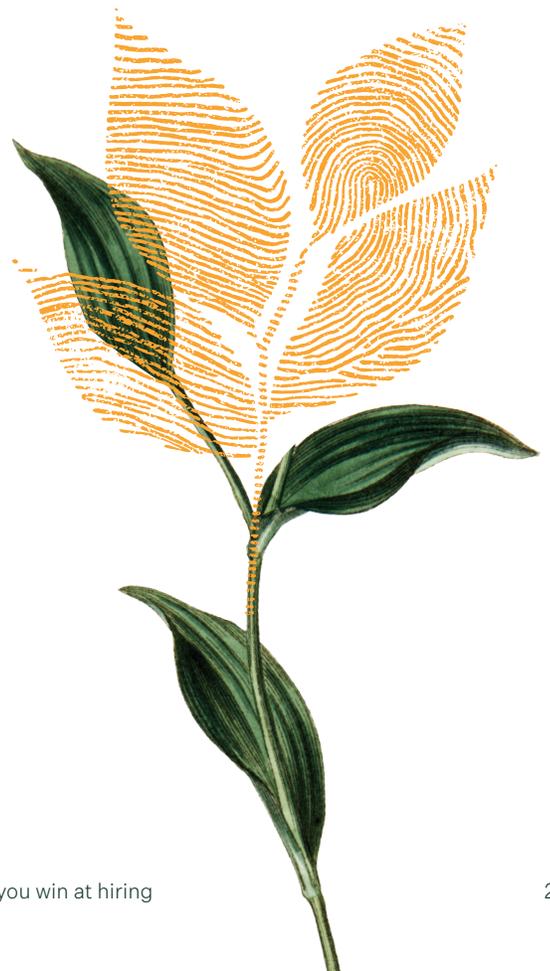
The shift is well under way, and it's up to your recruiting team to stay ahead. Today, success isn't just a matter of hitting sales goals or rolling out a well-designed product – it's about building a winning hiring culture. And the key to building a winning hiring culture starts with proactive, strategic, candidate-focused recruiting teams that can elevate your organization through the way they engage and hire top talent.

Today, success isn't just a matter of hitting sales goals or rolling out a well-designed product – it's about building a winning hiring culture.

These are teams that understand the value of harnessing talent of the past, present and future, and actively nurture for their company's long-term hiring success.

These teams are embracing CRM as the next-generation recruitment tool that allows them to transition prospects in pools into candidates for jobs as seamlessly as conversations between talent and hiring teams evolve. Not only can you surface great people relevant to your current and future roles, but you can also send them the right communication at every step of the prospect funnel.

In this way, a CRM allows you to leverage your most valuable asset: **the talent you already know.**



greenhouse

Greenhouse is *the* hiring software company.
We help businesses be great at hiring through
our powerful hiring approach, complete suite of
software and services, and large partner ecosystem –
so businesses can hire for what's next.

To learn more, visit
greenhouse.io