# The Essential Guide to Sourcing Talent

by Barbara Bruno

**livehire**

# Table of Contents

# Introduction

Talent shortages continue to impact many industries and roles despite the changing economic conditions. Recruiters and Talent Acquisition specialists can no longer follow a post and pray approach to recruiting. The market has shifted and the power lies with the candidate.

Recruiters need to evolve their thinking and take a more proactive approach to filling open roles. Sourcing is now a hot topic and a skill that many Talent Acquisition specialists are looking to build upon in order to fill open roles.

# What is sourcing?

In recent years the over supply of talent meant that organizations filled roles through a reactive approach to recruitment.

When a role became vacant they placed an advertisement on a job board and waited for the applications to roll in.

That method is no longer as effective as it once was and many TA's are focusing their efforts on sourcing.

Candidate sourcing is the proactive search for talented people to fill either current vacancies or future roles.

Sourcing is part of the recruitment process and a tactic favoured by many agency recruiters to uncover hard to find talent. Sourcing will identify candidates that are not actively looking for a role, these are known as passive job seekers it can also include active job seekers.

Sourcing is a powerful skill to master for anyone involved in talent acquisition so to help you to build on your knowledge.

We have invited recruitment expert Barbara Bruno to share her expertise on candidate sourcing.

We hope you enjoy this information packed resource.

# Supercharge candidate sourcing

Your ability to attract, hire, engage, and retain the best talent has a direct impact on your company's bottom line. It also impacts the level of success you attain in your career.

## I estimate only
## 15%

**of the workforce conduct an active job search via website postings and job board ads**

If you employ this 'posting and praying' strategy, you may end up hiring the best candidates who responded, not necessarily the best talent for your open requisition or the right fit for your company culture. And that only ends up in disengagement.

Employee turnover and disengagement are at historic highs right now worldwide. The question I regularly hear is:

**?** How do you find those candidates that not only fit your requisitions, but end up being engaged and retained?

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# Build your sourcing skills

Sourcing is a wise skill to master, even if you won't be involved in sourcing on a regular basis.

There's twelve common objectives of sourcing, and I think it's important to understand the difference between sourcing and actual recruiting, because there is a difference.

I firmly believe that everyone involved in recruiting and talent acquisition should know the basics of sourcing because it will help you find better talent for your openings.

# The objective

The number one objective of sourcing is to identify talent and to find candidates that are interested in career advancement.

You want to fill your talent pipeline with candidates prior to the need arising. You will find you are able to cut recruitment costs when you know how to source quality talent.

The good news is that when you're good at sourcing, you'll fill requisitions faster, attract both active and passive candidates, as well as be able to pipeline talent in advance of hiring manager needs.

The twelve most common objectives of sourcing include the following:

01  Identify talent

02  Find candidates who are interested

03  Fill your pipeline with talent

04  Save money

05  Identify and utilize new resources for talent

06  Improve branding and perception of your company

07  Decrease time to hire

08  Attract active candidates

09  Attract passive candidates

10  Pipeline talent in advance of needs

11  Screen candidates in-or-out

12  Increase quality

# Sourcing strategy

**STEP 1**

# Summarize the need and opportunity

So, let's discuss sourcing strategies. Step number one is you've got to summarize the need from the business side, it's also important to understand the opportunity for the candidate. Your hiring manager can provide you with information that impacts your sourcing efforts and results.

1 **Is the compensation package and benefit package competitive?** Because in this marketplace, sometimes it must be better when they're working on a hard to fill role.

2 **What training and development programs are offered?** Millennials and Gen Z represent 52% of the workforce now worldwide. Yes 52%! And they're very interested in personal and professional development. So, you have to know what training they are going to get? What development, both personal and professional? It's also important to ask what career progression opportunities are available to the right candidate?

3 **Will the role be required to go to the office or is there an option to work remotely or a hybrid approach**. This information will help you to uncover the best candidates.

The answers to these questions impact the direction of your sourcing efforts.

# Pinpoint the challenge

This is where you explain the benefits of the sourcing strategy you have created. The hiring manager may need a higher calibre of candidate, new type of talent, or they are facing new challenges with their existing team.

# Define the targeted talent

Go beyond job descriptions, including the skills, qualification, and personality traits which help define the talent needed. **It's important to agree on the personality that is going to fit into the team**. While every company has a culture, often individual departments within a company will have a subculture. In order to minimise turnover, it is important that the successful candidate fits into the team culture.

Work with hiring managers to predict employment needs now and in the coming years. This will help you to build talent pipelines for future needs, this will be helpful for high volume roles and even graduate programs.

**STEP 4**

# Understand where the talent is now

Your sourcing strategy derives from your Talent Acquisition strategy which aligns with the overall business plan and company strategy. Work with hiring managers to predict employment needs now and in the future with some degree of certainty, so you can develop your sourcing strategies.

Think of other resources for the talent you source, while considering the following:

- Geographic parameters

- Associations they join

- Companies who employ these candidates

- Skills that could be utilized by another industry

- Publications they read

- Schools, institutions, or certifications they pursue for professional development

- Conferences or events they attend

- Where they spend their time online, blogs, social media sites, websites, forums, job boards

Key to being successful at sourcing is to know where to find candidates. You've got to know where they hang out, and you've got to hang out there too.

What are the publications they read? What are the schools, institutions, or certifications they pursue to develop themselves? What are the associations that these people would join? What are the conferences or events that they attend? Where do they spend their time online? What blogs do they read? What media sites do they go on? What websites, forums, job boards?

## What are the skills?

When you know the skills you are looking for, consider other companies that might employ this type of talent, they could be in another industry. We often limit ourselves to candidates with experience in our own industry, but you might be able to hire somebody from another industry that has tremendous experience and transferable skills.

**STEP 5**

# Predict what talent will be in the future

Analyze economic and social trends looking forward two to five years. Talk with industry experts, read reports, analyze your talent needs, and look for comparable situations so you can paint a picture of what your talent needs will be in the future.

I've spoken for nine conferences in the last six weeks, and three of them had economists at the conference. And it's interesting because the R word is being thrown around now, the recession word, but the economists are saying there's still four jobs for every one person.

**You need to know what talent your company is going to need in the future**, are there any new projects in the pipeline that will require new skills. What are your competitors doing? It's always a good idea to talk with industry experts. They should be part of your professional network. You want to have people in your network that are watching what your industry is doing and what other companies in your industry are doing.

**STEP 6**

# Study your competition

Your competition refers to both direct competitors of your business but also other recruiters who are attempting to attract the same talent as you.

**STEP 7**

# Conclusions

Continue to track and measure results. Then focus on sourcing activities that are the best use of your time.

# Effectively communicate with passive candidates

Candidates are being bombarded by calls and emails from recruiters and feel that all you care about is filling a job, not about what is important to them.

They will not respond to you unless they clearly understand how you can benefit them. Candidates have learned to hide behind technology.

So why should a candidate respond to you?

What differentiates you (or your company) from your competition?

Your competition does not have your employer brand. When speaking with candidates it's a good idea to share your company's track record of success helping other candidates with similar experience advance in their career and build their skills.

If you pitch an opportunity to a passive candidate before you have identified their priorities, you've proven them right that all you care about is filling a job!

Talent Acquisition is a relationship building profession.

In any relationship people want to know 3 things they will never ask you:

Do you care about them?

Can they trust you?

Will you do what you promise?

## Barb's top tip!

Every candidate you address had a tattoo on their forehead which reads WIIFM (What's In It For Me). You must always address how you (or your company) can benefit them vs. what you want or need when speaking to them.

# Do you want a candidate to return your call?

## Here's a sample voicemail script that will get your call returned...

Over the many years of reaching out to candidates the most effective voicemail I have found to leave is:

> "
>
> My name is *(your name)*. Someone suggested we talk.  When you call me back, please tell whoever answers the line to interrupt me no matter what I'm doing, I don't want to miss your call. Again, this is (your name) my number is *(your number)*.  I'm really looking forward to our conversation. Have a great day, Thanks!

# Why does this script work?

Now, I didn't give a company name. I didn't say what I wanted. It was a very, very friendly phone call. So, let's discuss this voicemail. Okay? Why does this work? **The reason this works is because I made the person feel important.**

What did I say? When you call me back, interrupt me no matter what I'm doing. I also said someone suggested we talk. And if they ask me, you're probably thinking, now, what if somebody didn't suggest I call?

What you should be doing with everybody you talk to is ask who was the best and insert job title from your last place of employment. So, you could either say, I ask everybody that I talk to who are the best people and that's how I got your name.

Most people don't ask who suggested we talk. They call you back because it didn't sound like a sales call, and you told them to interrupt you no matter what you're doing.

When they call you back, what the whole conversation must be about is, our company has helped other people with similar experience advance in their career. I would really love to know what you see yourself doing next.

# Next, let's discuss email

Email is a great way to communicate with candidates. According to many studies though, it has been determined that less than 25% of emails are opened by candidates.

When you are trying to fill roles and reach passive candidates via email, there are a number of tricks that Talent Acquisition teams should follow for optimum results.

## The subject line is vital

Your subject line must be relevant (it either entices or bores your target). The subject line is your opportunity to persuade a candidate to open your email and respond to your opportunity.

**I have had great success with these subject lines:**

- Answer to your question
- Worst advice I ever got

## Here are 10 sample email subject lines to get your emails opened

01 "*(Insert name)* Your dream job is here at (*insert company name*)."

02 "Hi, *(Insert name)*, I reviewed your resume, and I'm very impressed."

03 "*(Insert name)* what does your ideal employer look like?"

04 "*(Insert name)* what will it take to get you to join our team?"

05 "*(Insert name)*, we have an opportunity we think you'd be perfect for."

06 "WFH or Work From Anywhere – a hot job for a *(Insert name)* like you."

07 "Are you interested in a career change *(Insert name)*?"

08 "What's your target salary (*(Insert name)*"

09 "We Need To Talk *(Insert name)*"

10 "Hi, *(Insert name)*! I hear you're qualified in *(list skill)*!"

# Tips for writing great recruitment emails

## Write subject lines that are concise, personal, and interesting

Don't neglect your subject lines. Most candidates will not read your entire message but almost all of them will read your subject line. If it's well-written, they often keep reading.

## Research your candidate and personalize your message

When you refer to connections, groups, experiences you have in common, and skills you noticed on their profile - your response rate will be higher.

I live right outside of Chicago, and so unfortunately, I cheer for the Chicago Bears, which have lost the last nine football games. But it's a fun topic, and if I see somebody as a Bear fan, I will instantly bring that up, because we're all wallowing in our sadness of how horrible our team is. But it's a common denominator, and it gets people to call me back.

## Send correspondence throughout your day

There is no sweet spot or perfect time of the day to send messages. Try to monitor the times you send emails and the time they are replied to. If you see a pattern that indicates one time is better than another, stick to that time.

**Candidates reply when it's most convenient for them, not the instant you send it.**

I believe in all kinds of communication.

**Texting will get the strongest answer back, the fastest answer back after you've established trust.**

Recruiting has been, is, and always will be a relationship building business. Remember when writing emails your candidates want to know, do you care about me? Can I trust you? Are you going to do what you're telling me to do now?

# Recruiting presentations that attract passive candidates

## 85%
**of the workforce are passive candidates**

In order to engage those people you need to create and utilize recruiting scripts that show your personality.

Here is a **sample recruiting script** that you could alter to fit the level of positions you represent, your personality, and brand:

> My name is (your name). I've helped other individuals with similar experience to yours advance in their career and would like to know what you see as your next career move?

Passive candidates are tired of recruiters telling them that they reviewed their resume or CV and have the perfect opportunity for them. Many candidates do not want to do what they are currently doing, and this type of "sales pitch" does not earn their respect or a response.

During your recruiting presentations if you ask someone who is working "who they know" or if they can "provide you with referrals of top talent," you will almost always hear, "I don't know anyone!"

## Powerful six words

This is where the extremely powerful six words will dramatically change your results when you're making recruiting calls.

Those powerful six words are: **'from your last place of employment.'** You will ask, "Who is the best *(job title)* from your last place of employment?"

# Leverage candidate leads and referrals

If you have been in this profession for over 18 months, 40% of your new hires should be the result of referrals. If your current employees are happy, most of your new hires should be the result of referrals and your networking and recruiting efforts.

Ask yourself the following questions:

- What is your internal employee referral program?

- When do you ask for them? Track them? Express thanks?

- Who heads up your program?

- Theme?

Your employees are either your **army of recruiters** – or they are being recruited away by your competition!

# 13 tips for meeting with hiring managers with open roles to fill

**Open and clear communication** between you and your hiring managers is critical. It will ensure you are able to capture an accurate job brief and source the ideal candidate.

The **rapport and trust** you establish can make or break your ability to fill open requisitions quickly.

It's important to be able to delve into all the requirements the hiring manager has and also to understand how they will judge the success of the applicant they choose.

## The following are thirteen areas addressed during intake meetings:

1.  Set goals for the recruiting process

2.  Align on the profile for the ideal candidate

3.  Obtain a detailed requisition

4.  Discuss job requirements

5.  Must have skills and experience

6.  Determine job title and salary range | budget

7.  Obtain five performance objectives

8.  Target date to hire

9.  Problem that exists

10. Determine hiring stages and touch points

11. Reference, background, or credit checks

12. Assessments or testing

13. Discuss sourcing strategies, including preferred companies and companies not to target

# Performance objectives are key

The most important point is the list of questions is #7 – obtaining performance objectives.

It is important to understand how the successful candidate will be evaluated after 6-12 months of joining the company. There is often a tremendous disconnect between the laundry list of skills, experience, and credentials required and how the candidate will be evaluated once hired.

When you review the performance objectives you may be able to shorten the original list or possibly add a credential necessary for the new hire to obtain a stellar evaluation. Performance objectives should be shared with everyone in the hiring process including the prospective hire to ensure they understand what success looks like.

**Screening based on performance objectives helps you identify candidates with the right skills that will become engaged and retained employees.**

# 7 rules that should be broken

| | | |
|---|---|---|
| ✕ | Rule 01 | Pitch a job to attract top talent |
| ✕ | Rule 02 | Post and pray |
| ✕ | Rule 03 | Conduct a job specific interview |
| ✕ | Rule 04 | Lack of rapport and trust with hiring managers |
| ✕ | Rule 05 | Long interview process |
| ✕ | Rule 06 | Stagnant Employee Referral Program |
| ✕ | Rule 07 | Two Interviews conducted – employment and exit |

✓ When you implement ideas shared and break these seven rules you will source better talent, fill your requisitions faster, develop rapport with your hiring managers, and hire employees who become engaged and retained!

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## Barbara Bruno

### CEO and Recruitment Trainer, Good as Gold Training

Barb Bruno CPC, CTS is an internationally recognised expert in the Recruiting and Talent Acquisition Profession. She is an award-winning Entrepreneur, Speaker, Author, LinkedIn Learning Instructor (16 courses). She has been the #1 rated Speaker at many national, state and corporate conferences in the US and abroad.

Barb has received the highest national award from the Staffing and Recruiting Profession – The Harold B. Nelson Award and was inducted into the National Association of Personnel Services Hall of Fame. She was also the recipient of the Lincoln Award in Illinois and the Ancil T. Brown Award in Indiana. Barb also served as the Chairman of the Board for the National Association of Personnel Services.

# About LiveHire

Transform how you attract, engage and hire contingent talent with LiveHire's powerful Direct Sourcing platform.

Supercharge sourcing so you can easily connect, engage and hire contingent talent with a superior candidate experience. Leverage your employer brand, native 2-way texting, talent pooling, intelligent matching, live search and more to deliver recruiting excellence.

### Branded Talent Communities and Talent Pools

Your private Talent Community is the destination for all talent interested in your employer brand, offering visibility across contingent and permanent candidates. Within your Talent Community, curated Talent Pools are used to create pipelines of pre-qualified candidates before a hiring need arises.

### Intelligent Matching and Live Talent Search

LiveHire's Intelligent Matching proactively suggests candidates for each role, allowing you to quickly create a shortlist of top candidates. Live Talent Search allows recruiters to filter and segment the Talent Community for more targeted searching to quickly identify talent on-demand.

### Analytics and Dashboards

LiveHire's interactive analytics dashboards allow you to translate data into actionable insights to make better decisions. Advanced dashboards provide data filtering and drill-down capability, including powerful visualization tools and industry benchmarking.
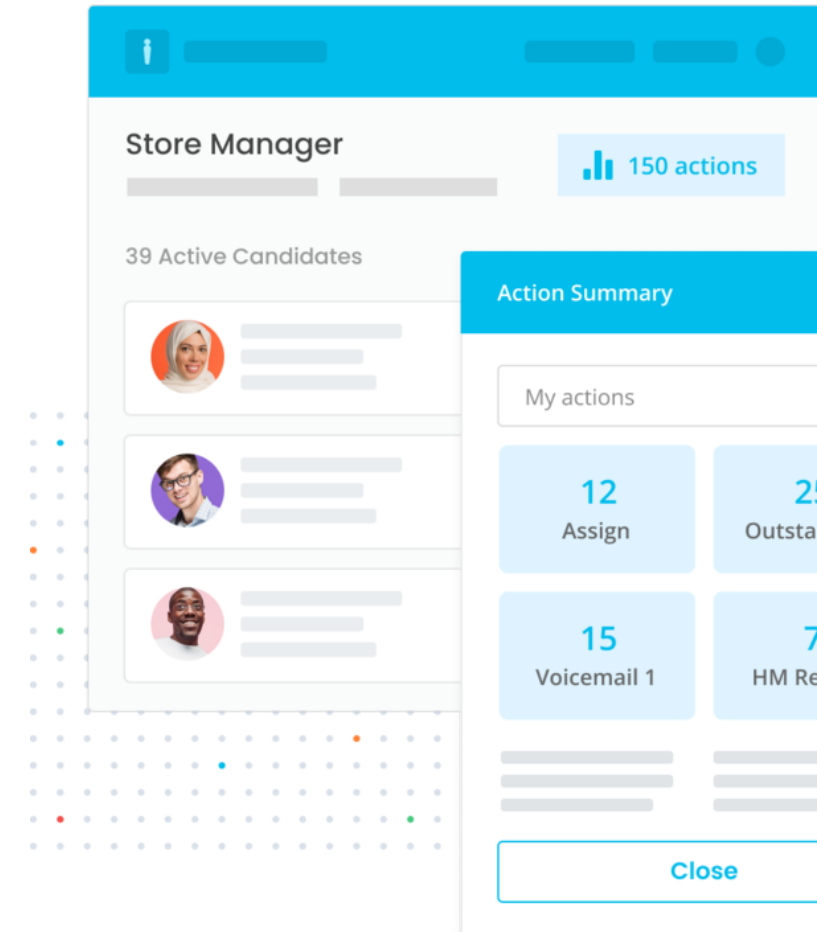
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