



RECRUITING & RETENTION TOOL KIT

Our tool kit features expert advice on revamping your talent acquisition and retention process plus eight additional FREE resources available for download inside.

The bottom section of the image shows a blurred view of a desk with various documents, including one with a purple header and a line chart, and another with a colorful bar chart.

www.talenttrust.com

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How to Use This Tool Kit

This tool kit is designed to help you create both a candidate experience and an employee experience that attracts and retains top talent. We explain both the candidate and the employee's journey and provide insights and guidance on how you can improve each step of the experience. So how should you use this tool kit?

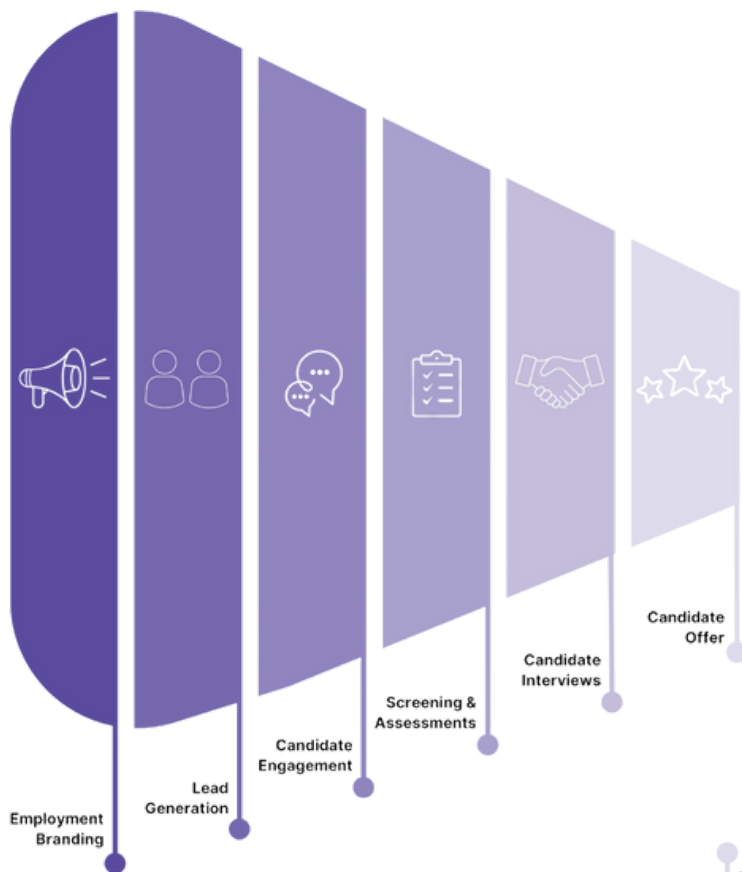
1. Feel free to jump to the sections that bring your team the most struggle and start there.
2. Or, read it all from start to finish for a more in-depth guide on improving your recruitment and retention strategy.
3. Keep an eye out for 8 different FREE resources and templates that you can access along the way and begin implementing immediately.

As always, if you find that you are needing more expert guidance on how to use this resource or any of the tools included, [schedule a free consultation with one of our expert team members](#) for more personalized help and resources.

The Candidate & Employee Journey

The Battle for Top Talent

Today's labor market is challenging. There are many more jobs available than job seekers, which provides top talent with a choice when it comes to their next career move. This isn't going to change. The battle for top talent is a challenge for many businesses, filling open roles quickly is necessary, but how can you also fill them and ensure that top talent will stay? The answer lies in an exceptional candidate experience and an even more exceptional employee experience.

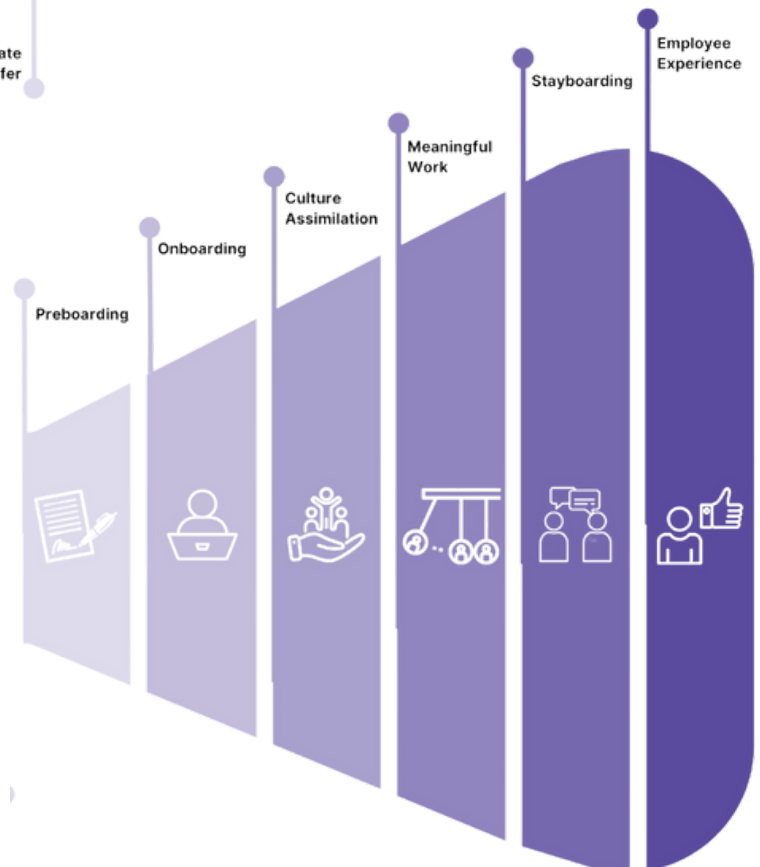


Candidate Experience

Crafting an excellent candidate experience is what ultimately wins top talent and helps businesses ensure that they put the right people in the right seats, the first time around. A candidate that has a superior experience in the recruitment process is more likely to select your organization when an offer is extended.

Employee Experience

Equally as important as the candidate experience is the employee experience. If you cannot retain top talent, an excellent recruitment process means nothing. The employee experience begins even before a hire's first day and continues long after they are onboarded.



Employment Branding



An employment brand is the way that an organization is perceived as an employer, and a strong employment brand is one that clearly communicates your culture, mission, and values, giving people a compelling reason to want to work for – and stay with – your company.

Your company's Careers page is one opportunity for you to showcase your employment brand. Best practices include showing, not telling, your message – use video content wherever possible. Let your employees' own voices be heard. Examples of content include:

- Employee testimonials and profiles
- A "Day in the Life" of current employees (especially in key positions you regularly hire for!)
- Company news, including community involvement or philanthropic initiatives
- Employee stories, including employee recognition submissions

3rd Party Validation

You also need to focus on your employment brand and reputation among third-party validators, such as social media sites including Glassdoor. According to [statistics compiled by Forbes](#), 86% of candidates look at company reviews and ratings before applying to a job, and most (86% of women and 67% of men) won't apply to a company with a bad reputation.

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Make sure you are engaged via popular employment-centric social media sites such as Glassdoor, Indeed, and Comparably. These sites are a great opportunity to cross-post the employment branding content from your Careers page, and you should also actively monitor and respond to reviews. This shows that you are listening and are actively engaged in managing not just your employment brand, but your company culture.

Schedule a Consultation Call With TalenTrust

Ask us about a FREE set of "day in the life" questions for employees that can be used as a framework for your employment branding content.

[Meet with TalenTrust](#)



For more practical tips on employment branding and other talent and community challenges, [download our free resource.](#)

Lead Generation



“If you build it, they will come” does not apply to recruitment.

According to [LinkedIn](#), only 30% of the workforce are actively looking for new job opportunities, while 87% of workers would be open to a new opportunity if it were the right fit. This means that if your recruiting strategy does not include proactive lead generation – often known as passive talent sourcing – then you’re missing out on over half of the available talent pool.

This matters because [60% of organizations](#) say that a lack of qualified candidates is their number one challenge to filling positions.

If you’re among the [75% of US companies reporting](#) difficulty in finding the talent you need, then you must have a proactive lead generation strategy. Talent lead generation includes all of the effort you put in to attracting candidates to your open positions, including but not limited to your job postings and advertisements. (Posting and praying is a hope, not a strategy.)

A proactive lead generation strategy should include generating employee referrals, networking, and sourcing passive talent from job boards and social media. LinkedIn is one of the most popular channels from which to source talent, and although it cannot be your only channel, it is a starting point. Try customizing a Boolean search string to narrow your LinkedIn network to the right prospective candidates.

For example, to find a Territory Sales Rep, try searching for: (sales OR “business development” OR territory) AND \$ AND (President’s OR Award)

You can further customize your search by adding or changing keywords to narrow down the candidates to the ones that are best for your needs.

It takes time and effort to execute an effective lead generation strategy, especially since the [average conversion](#) of candidates from lead to hire is approximately 2%. That means that you’d need a minimum of 60 candidates to achieve 1 hire. Unfortunately, the average number of applications per job is only 24, which leaves a delta of 36 candidates. So, you see why proactive lead generation is critical to achieving hires.

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Ask us about a FREE, customized Boolean search string for a specific position you’re hiring for.

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Use our [FREE Cost of Vacancy Calculator](#) to get a personalized look at what your open positions are really costing you.

Candidate Engagement



It is critical that you have a strategic candidate engagement process to pair with your lead generation strategy. It's not enough to source passive talent; you must also *engage* those prospective candidates via ongoing marketing campaigns.

Just like in a sales process, you should be focused on highlighting the value propositions we offer. In the case of recruitment, this ties back to your employment brand. A best practice to scale your recruitment process is to use a Customer Relationship Management (CRM) software to automate your marketing efforts to prospective candidates in the same way that you automate marketing to prospective customers.

A best practice engagement campaign will feature at least 8 – 12 different messages via a variety of mediums – including email, phone, and text – to generate candidate interest in your company and/or open position.

In addition to a CRM, there are other tools that may supplement your efforts related to candidate engagement, including:

- A contact info finder – If you find candidates via social media, you may not always have their direct contact information. [SalesQL](#) is one example of a tool that can help with this by scraping the web for contact information based on a candidate's LinkedIn profile details.
- An SMS application – Many candidates, especially if they're currently employed, may not be available to answer a phone call during the day but could more readily respond to a text message. Applications like [Avochato](#) can help you send text messages to prospective candidates at scale.

Impact of Candidate Experience

A positive candidate experience is critical to your hiring process. [63% of job seekers report](#) that they would reject a job offer after a bad candidate experience, and 72% report that they would tell others about their poor experience. Automating and systematizing your communication efforts is one way to enable a more consistent candidate experience.

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Ask us about a free template of a full candidate engagement campaign.

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SAMPLE: Candidate Engagement Message

Below is a sample template of an email message that might be included in a candidate engagement campaign. Remember, the best campaigns feature 8-12 touchpoints so this is just one way to connect:

Hi [name],

I'm following up on a message I sent you earlier about a Territory Sales opportunity with [company].

[Highlight company details and key differentiators in 1-2 sentences.]

I really think this opportunity would be a great fit for you, assuming that you are:

- **Driven** – You get things done, checking off those boxes like nobody's business.
- **Creative** – You love it when clients have problems, because you know you can help solve them.
- **Really Darn Good** – You set goals. You achieve them. You look for what's next.

Did I mention that you should also like making money? That's a given. We offer [compensation and benefits details; especially for a sales position, highlight the potential by sharing examples of current team's earnings].

If you're as confident as I am about your ability to succeed in this role and with [company name], then I'll look forward to speaking with you! Let me know when you're available for a quick phone call to learn more.

*Sincerely,
[your name here]*

Screening & Assessments



When possible, most of us try to use data to guide the investment decisions we make for our business. Hiring should be no different.

The wrong hire can cost your business – and the cost is not only financial, but can also impact productivity, employee experience, and morale. One way to mitigate the potential of making the wrong hire is to incorporate data into the hiring process via the use of an assessment.

As discussed in the [Harvard Business Review](#), research has indicated that the use of multi-measure assessments – i.e., assessments that evaluate cognitive ability, personality, and interests – are up to 5x

more effective in predicting successful hires when compared to job experience alone.

There are many options for organizations seeking a validated, predictive assessment to use in hiring, including [Prevue](#) or [Predictive Index](#).

Choosing an assessment that incorporates cognitive abilities, personality, and interests will maximize your potential of making successful hires. Assessments that cover only personality are best-suited for team development and coaching.



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Ask us about a free assessment for up to 3 team members, including a personalized summary of strengths and development opportunities.

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For more details about the role of assessments in hiring, [download our free resource.](#)

Candidate Interviews



Finding and keeping exceptional talent continues to be the top struggle for growing companies. Studies show that 46% of new hires fail within 18 months. The easiest way to mitigate the risk of a wrong hire is to enhance your candidate interview and selection process.

Competency-based behavioral interviewing helps you to gather information on the candidate's ability to perform the job, assess their fit into your culture, and accurately evaluate applicants to make the right hiring decisions. Behavioral interviewing is said to be 55% predictive of future on-the-job behavior, while traditional interviewing is only 10% predictive.

Competency-based behavioral interviewing focuses only on those skills/abilities that are related to success on the job. Instead of asking candidates how they think they would act/perform, candidates are asked to give *specific examples of how they have performed in the past*.

Instead of asking the traditional question...

Are you confident in your ability to manage the leadership responsibilities associated with this position?

Tell me about a time that you took the lead on a difficult project.

...ask the behavioral-based question.

A person's behavior does not fundamentally change over the course of their adult life. The way they have performed in the past in certain job-related areas is a good indicator of how they will probably perform in similar situations in the future.

A strong competency-based behavioral interviewing strategy will help you increase your chances of making a quality hire by 34%. In addition, [research from Glassdoor](#) indicates that candidates are using their interview experience as a factor in evaluating their potential for growth – candidates are 2.6 percentage points more likely to accept a job offer when they perceived the interview to be one level higher on a 5-point difficulty scale, as compared to an easier interview. If you want driven employees, make sure you're challenging them during the interview!

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Ask us about a FREE behavioral-based interview guide template to begin using immediately

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For more sample behavior based interviewing questions, [download our FREE behavioral-based interviewing guide.](#)

Candidate Offer



The 'ABC' sales adage also applies to recruitment: Always Be Closing

One of your goals throughout the recruitment process should be to make sure there are *no surprises* when you reach the offer stage. At each step of the recruitment process, it's a best practice to make sure that everyone is on the same page - that includes your internal team, plus the candidate.

Misunderstandings or miscommunications regarding the position's title, reporting manager, compensation, or company benefits can easily leave an employment offer dead in the water.

To ensure that your offer has the best chance to succeed, make sure you know the candidate's answers to the following questions, *before* you make the offer!

- What are their primary motivators? What is driving them to consider a new role, and what factors are most important to them in their next career step?
- What does your company - and this position - offer that helps bridge the gap between the candidate's current situation and their goals?
- What are their compensation expectations? Bonus tip: Remember that compensation often doesn't end at salary. Make sure you understand their perspective on what would make a competitive salary, total earning potential, benefits package, etc.

By understanding what your candidate needs and wants to consider an offer competitive, you'll be armed with the information you need to make an offer that is aligned with your business needs. Make sure you position your offer to its best advantage, highlighting all of your unique value propositions and differentiators - don't forget to focus on your company culture and the impact of the work the candidate would be doing.

Logistically, make sure you are instilling confidence in the candidate by having a smooth and efficient offer process:

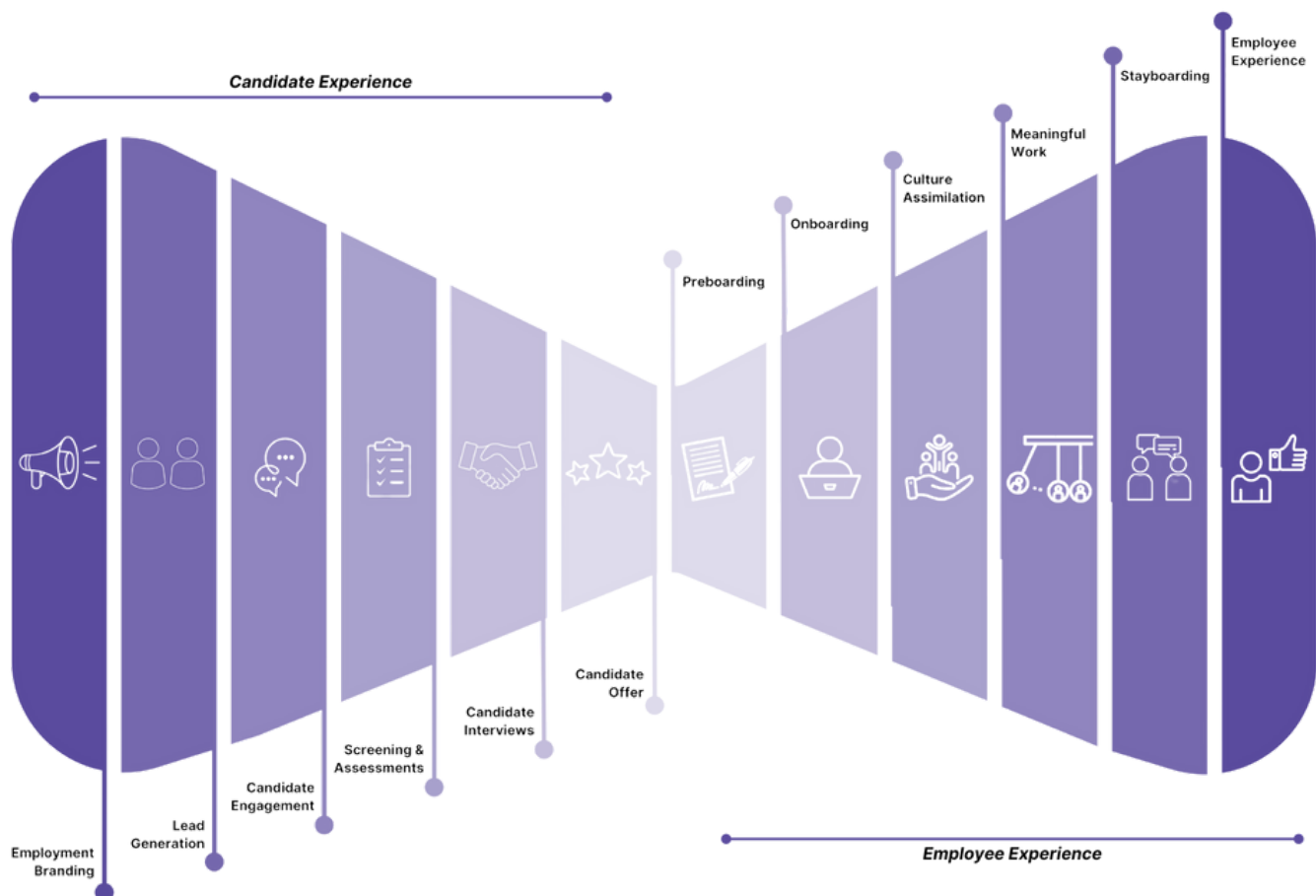
1. Confirm all offer details internally and have answers to the questions the candidate is likely to ask (benefits details and costs, anticipated start date, etc.)
2. Call the candidate to extend the offer - *do not surprise them with an offer via email*; you want to call them with excitement and talk it through!
3. Send the written offer the same day - don't make them wait to get it all in writing
4. If they don't have an answer right away, agree on an appropriate timeframe to follow up
5. Be prepared to address a counteroffer, if necessary - we are seeing current employers make counteroffers recently when employees announce their resignation. Bonus tip: Leverage the candidate's original motivators to help them navigate these situations. Even if their current employer offers them more money, it's unlikely that the core issues that drove them to look for something new will be any different.

What Comes Next?

Your job isn't done once your candidate accepts your offer! The period of time from offer accept to first day is called Preboarding, and it's a critical time to keep your newest team member engaged and excited and to prepare your teams internally to welcome them aboard.

If their schedule allows, consider scheduling an informal meeting or two between the new hire and their manager or key members of their team before their first day. This could be a lunch or a 15-minute video call; the intent is to keep the lines of communication open, keep the new hire excited, and allow them an opportunity to ask questions and feel prepared. And make sure you use the Preboarding period to organize your internal teams, so you can ensure a smooth and positive onboarding experience for the new hire!

Once your offer has been accepted, you have officially moved out of the candidate experience and into the employee experience, which is equally, if not more, important than the candidate experience. While you may have impressed a candidate with your thorough and engaging process, you must continue to impress them during their time at your organization. Employee disengagement increases turnover rates by nearly 50% and furthermore, **highly engaged employees are 87% less likely to voluntarily leave their employer**, [according to Zippia](#).



Employee Experience

In order to provide a smooth transition for the candidate from offer to new hire, consider the 4 C's to setting up a great experience:

Compliance

- Structured Process
 - Create a centralized and structured plan to meet all onboarding goals, and house in a central location where all involved parties can track the onboarding process
 - Align onboarding goals with broader corporate strategy
 - Assign roles and accountability to relevant stakeholders

Clarification

- Cultural Mastery
 - Create multiple opportunities and channels to share cultural elements such as norms, communication styles, management styles, and how decisions are made

Culture

- Network Development
 - Create multiple opportunities to foster engagement which are aligned with your organization's employee engagement program and messaging
 - Create a positive, memorable first day of employment
 - Facilitate new hire networking with key stakeholders including coworkers, departments, and clients
 - Assign onboarding peer or mentor

Connection

- Strategy Immersion
 - Delineate your organization's strategic goals
 - Discuss case studies illustrating how employees have impacted these broader strategic goals
 - Use multiple channels of messaging to get the word out
- Setting Expectations and Gathering Feedback
 - Communicate expectations early and often
 - Ensure expectations align with your organization's training and performance development programs and milestones
 - Gather feedback for continuous onboarding improvements

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For more guidance on crafting an impactful employee experience (and maintaining it) [download our FREE employee experience resource.](#)

Additional Resources



Needing help but not sure where to start?

TalenTrust offers a variety of articles, tools, and templates on our [Resources Page](#) that are a great starting point for making improvements within your talent ecosystem. From the candidate journey to the employee lifecycle, we've got you covered.

Ready to get started?

TalenTrust is here to help you along any step of your recruitment and retention process. Whether you need a full cycle team to run point on all pieces, just top talent to put in your process, or something in between, our suite of services has you covered. Stop posting and praying and leave it to the professionals. Let us help you build your organization for years to come.

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