



Data Driven Recruiting

Find quality hires faster
with talent pool analytics

LinkedIn[™]
Talent Solutions

Why read this e-book

Problem:

In the age of social recruiting, there are massive amounts of data and candidate profiles to wade through. Finding “the one” for your role can feel like searching for a purple squirrel.

Opportunity:

Instead of being overwhelmed by data, organizations can turn it into a competitive advantage.

Never fear, we’re here for you!

If the mention of data and analytics gives you hives, don’t worry - we’re here to help! In this e-book we’ll guide you step-by-step through how to find the best person for the job faster, using talent pool insights that will make your hiring manager smile.

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Introduction	What’s the big deal with data driven recruiting
Part 1	Three steps to being a strategic talent advisor
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Part 5	Four stories about data driven recruiting
Conclusion	Welcome to the world of data driven recruiting

What's data driven recruiting, anyway?

It's the analysis and interpretation of talent pool data to find the best people for your organization faster. In this e-book, we'll arm you with the analytical chops you need to:

- Ask the right questions about the roles you're recruiting for;
- Look for talent pool data to answer those questions; and
- Interpret that data to provide actionable recommendations to hiring managers.

2 out of 3

recruiters don't have the tools necessary to understand the market and talent pool they are recruiting from¹

The screenshot shows the LinkedIn Recruiter interface. At the top, there's a navigation bar with 'Recruiter', 'Projects', 'Clipboard', 'Jobs', 'Reports', and 'More'. Below that is a search bar containing the query: "Data Analyst" OR "Insights Analyst" OR "Business Analyst". To the right of the search bar are options for 'Advanced', 'Saved', and 'History', and a button for 'Import Candidates'. The main content area shows '10,635 results' with options to 'Save search' and 'Save custom filter'. There are several filter tags: 'Keywords: Data Analyst; Insights Ana ...', 'Location: San Francisco Bay Area', 'Location: Greater Los Angeles Area', and 'Location: Greater New York City'. A 'Refine' sidebar on the left has sections for 'People' (with options for LinkedIn Applications and Jobvite) and 'Recruiting activity' (with options for Any, People with, and People without). A callout box titled 'New! Search analytics' is overlaid on the right, stating: 'Now you've got access to powerful interactive search visuals — bringing you relevant data and insights on your talent search.' Below the callout is a 'View analytics' button. At the bottom of the callout, there's a small bar chart icon and text: 'You haven't been searching at Money Bank, but 244 people who work there match your search'.

¹ LinkedIn Talent Solutions Survey, (Dec 2014).

The bottom-line impact of top talent is real.

9X

The best developer at Apple is over 9X more productive than the average software engineer at other technology companies.

5X

The best blackjack dealer at Caesar's Palace in Las Vegas plays his table over 5X longer than the average dealer on the Strip.

8X

The best sales associate at Nordstrom brings in over 8X more revenue than the average sales associate at other department stores.

6X

The best transplant surgeon at a top medical clinic has a success rate over 6X better than the average transplant surgeon.

Bain and Harvard Business Review
Making Star Teams Out of Star Players by Michael Mankins, (Jan 2013).

“Human capital data can be leveraged to identify and hire more great people more quickly... but the vast majority of companies have yet to fully embrace data as a strategic asset in talent acquisition.”



Glen Cathey

SVP, Talent Strategy and Innovation
Kforce

Boolean Black Belt
Big Data, Data Science, and Moneyball Recruiting, (Sept 2011)
LinkedIn Talent Connect interview, (Oct 2014).

Data matters for finding talent faster & more efficiently

Talent acquisition teams with mature analytics are:

2X

more likely to improve their recruiting efforts; and

3X

more likely to realize cost reductions and efficiency gains

¹ Bersin by Deloitte, WhatWorks Brief: High-Impact Talent Analytics - Building a World-Class HR Measurement and Analytics Function, (Oct 2013).

“The old fashioned fuddy-duddy HR department is changing. The Geeks have arrived. Today, for the first time in the fifteen years I’ve been an analyst, human resources departments are getting serious about analytics. And I mean serious.”²



Josh Bersin

Principal and Founder
Bersin by Deloitte

² Forbes, The Geeks Have Arrived in HR: People Analytics Is Here, (Feb 2015).



Three steps to being a strategic talent advisor

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Hiring manager and recruiter relationships can be a problem

56%

Over half of TA organizations that are reactive and tactical. Recruiters in these organizations act as order takers for hiring managers instead of consultative partners.¹

80%

Most recruiters think they have a high to very high understanding of the jobs they're recruiting for.²

61%

However, most hiring managers say recruiters have a low to moderate understanding of the jobs they're recruiting for.²

82%

of recruiters have recently dealt with a hiring manager with unrealistic expectations.³

¹ Bersin by Deloitte, WhatWorks Brief: High-Impact Talent Analytics - Building a World-Class HR Measurement and Analytics Function, (Oct 2013).

“The recruiting organization that figures out how to extract the value of data will define the future of talent acquisition.”



Brendan Browne

Senior Director of Global Talent Acquisition
LinkedIn

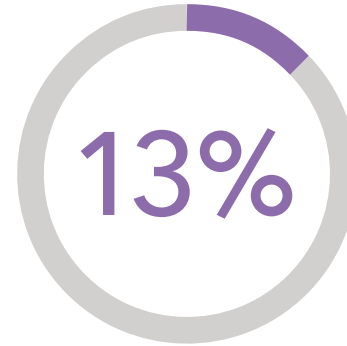
² iCIMS and hire expectations institute, Strategies to Improve the Recruiter and Hiring Manager Relationship, (Oct 2014).

³ LinkedIn Talent Solutions Survey, (Dec 2014).

When hiring manager and recruiter relationships are working, the results are great

4X

Developing relationships with hiring managers is the #1 driver of talent acquisition performance – 4X more influential than any other.



of companies have a mature talent acquisition organization, in which recruiters:

1. Act as true consultants to hiring managers
2. Understand trends in the labor market
3. Hold kick-off meetings and establish service-level agreements with hiring managers
4. Use various sourcing tools to build talent pools and pipelines
5. Proactively pursue, engage, and convert qualified candidates

Advice on being a strategic talent advisor from your fellow recruiters

Sample discussions to have during your hiring manager strategy meeting:

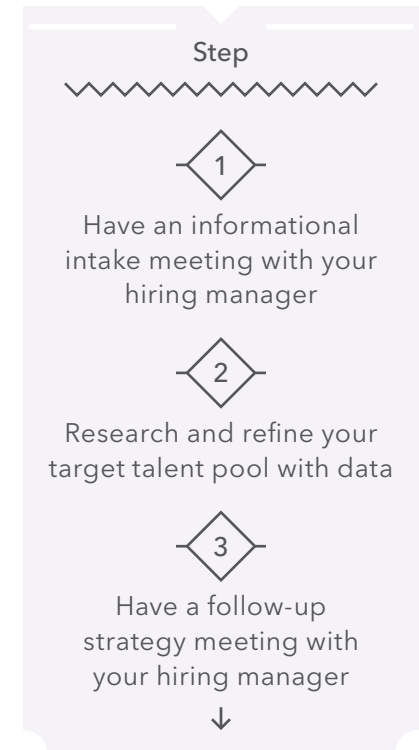
- *This is what the talent market looks like for the role [Present your research and Total Addressable Market based on the basic qualifications]. Does this look right? What can we tweak or deprioritize to get a larger pool of candidates?*
- *Based on the background of your current team, are you trying to fill gaps or go after people with similar backgrounds?*
- *Set expectations on timelines for finding passive candidates. It's typically a longer process than they might expect.*
- *Tell them how often you will communicate progress.*
- *Get a commitment from the hiring manager that this is a priority for them, and who on their team will be active participants in the interview process, providing an excellent candidate experience.*



Anne-Marie Ryan
Senior Recruiter
LinkedIn

How to become a strategic advisor to the hiring manager

Here's the process we recommend:



Step 1 ↗

Have an informational intake meeting with the hiring manager

Why:



To clearly define the role you are recruiting for. The initial intake meeting is critical to get right because the latter stages involve spending a lot of time researching candidates and nurturing prospects in the talent pool you defined.

How:

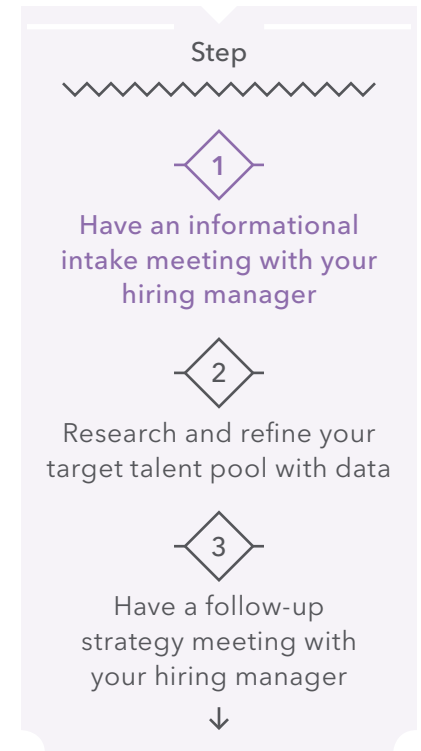


During the meeting, ask questions so you fully understand the role. Get examples of high performers in these roles now, that your hiring manager would want to clone.

Next step:



Set up a follow-up meeting to discuss your talent pool findings, tweak your sourcing strategy, and agree on the execution plan.



Sample hiring manager intake form

Location

Geography (Global, Multiple)

Job Function

Job Titles (Max of 20)

Job Function

Accounting

Creative

Seniority Level

Senior Level

Owner

Years of experience

New College Grad

1-3 years

Industry

Current or past company - Including specific companies may limit use of additional filters

Include (Min 5, Max 20)

Exclude (Min 5, Max 20)

Skills

Skills (Max 10)

Degrees

Degrees

LinkedIn Groups

Groups

Step 2 ↗

Research and refine the target talent pool with data

Why:



- To provide your hiring manager with macro-level insights on the talent supply using data.
- To set hiring manager expectations if their role requirements are too strict.

How:

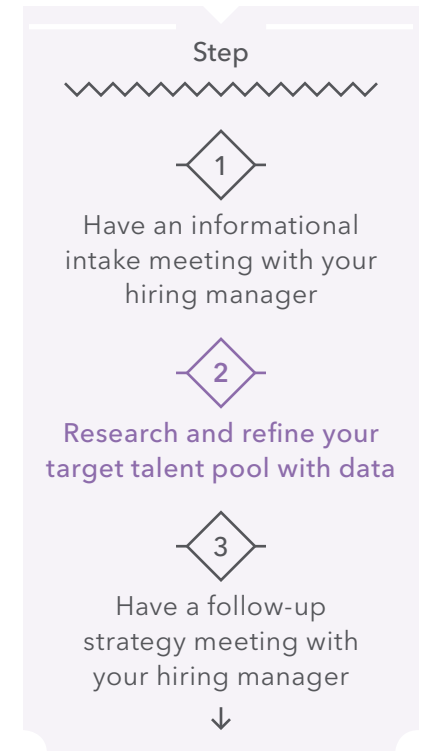


- Identify the high performing individuals at your organization the hiring manager would want to clone.
- Create a search that includes them in the results to understand the ideal skills, experiences, and education you should look for.
- Refine this search with the criteria you defined with your hiring manager.
- Using an intake form as your guide, create an overview of your target talent pool that you can share with your hiring manager in your next consultation.
- Gather data on the broader talent market using organization-based and exclusive Boolean search strategies. We'll dive deeper into how to do this in the next chapter.

Next step:



Decide what you'll communicate to your hiring manager in terms of timelines, your sourcing and recruiting plan, how you'd like the hiring manager to help, and next steps.



Step 3

Have a follow-up strategy meeting with the hiring manager

Why:



- Get sign-off on the plan before you execute it
- Educate, tweak role requirements, and agree on next steps.

How:

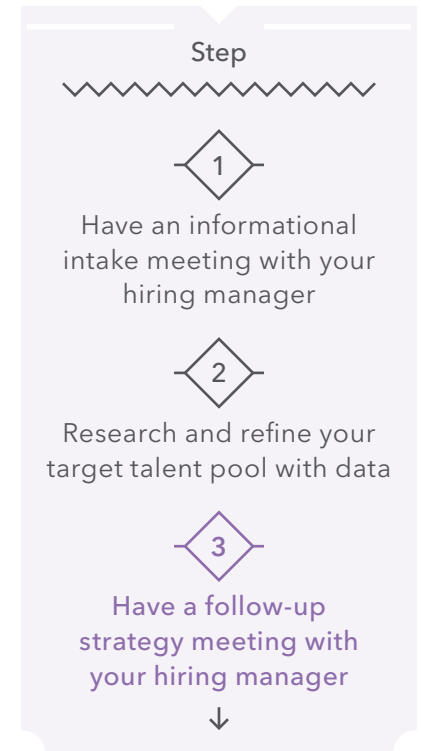


- Share the quantified total addressable market, and other views of your target talent pool you researched.
- Ask your hiring manager if the results show the best people in the world for the role you're trying to fill.
- If the original request results in a tiny talent pool of people, it's probably not a realistic request.
- Educate your hiring manager on your market research, then work together to refine and remove criteria that aren't priorities and can expand your target talent pool.
- Repeat the saved search, discuss, and refine again as needed.
- Set expectations! Remember that you are entering into an agreement with your hiring manager.

Next step:

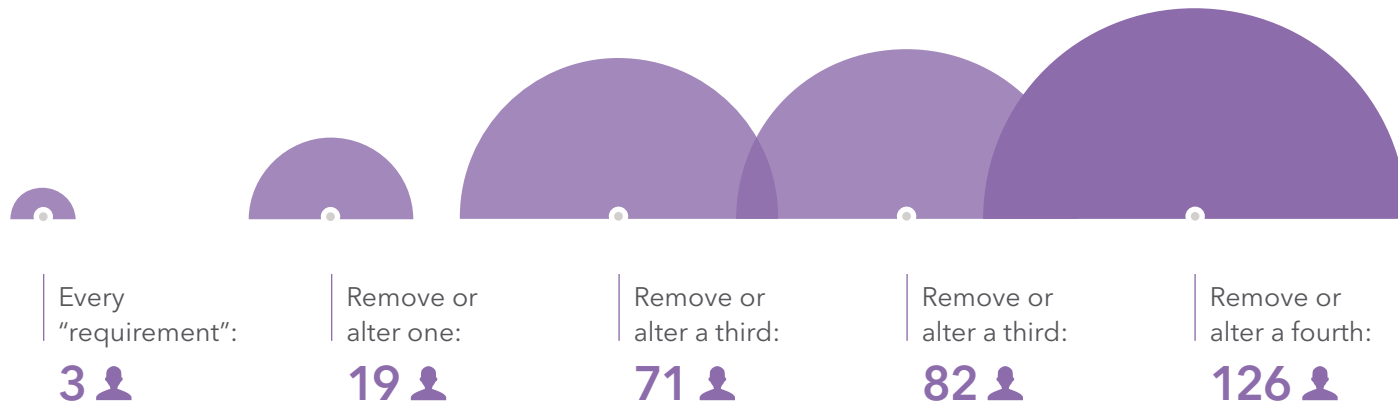


Once you agree on the new job description and sourcing strategy, you can begin to prioritize candidates in your talent pool, research, and reach out.



Agree on the target talent pool after removing or altering job criteria

Once you do this with your hiring manager, you will have a realistic talent pool of prospects to go after.



“The hiring manager was frustrated because he felt it was an easy role to place. I felt that it was a difficult role that would take some time. Finally we sat next to each other to look at LinkedIn Recruiter’s search insights. The hiring manager said “Wow, your job is really hard. I have no idea how you do this.” Originally he wanted to fill the role in a month. Now he agrees that the position will take up to 6 months to fill. He also adjusted the criteria from 1 year of experience to include those with 3-5 years of experience to expand the talent pool. When the hiring manager empathized with how hard our job is, I got excited. Hiring managers don’t usually understand how in-demand and small a talent pool is, especially with quality talent.”



Brigitte Kearney
Staffing specialist
Qualcomm

“The purpose of the refine meeting is to go back and get buy in from the client that you are supporting to make sure that you are aligned on the talent that’s represented in your talent pool.”



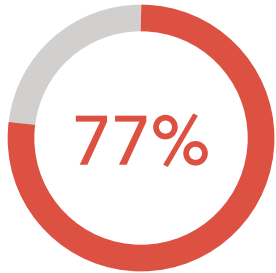
Matt Tague
Talent Market Strategist - Lead Recruiter
LinkedIn

A woman with blonde hair styled in two braids is looking down at her smartphone. She is wearing a light-colored blazer and a floral patterned scarf. The background is a blurred window, suggesting she is on a train or in a moving vehicle.

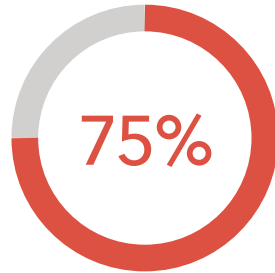
How to research and refine your talent pool

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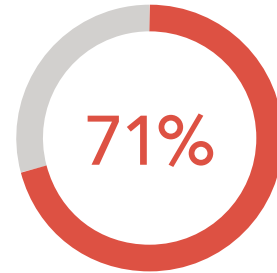
Why build talent pools using data



77% of recruiters say they are more efficient in their recruiting efforts when they have a solid understanding of the market and talent pool they're recruiting from.



75% of recruiters don't use talent pool insights during intake or kickoff meetings with hiring managers.



Yet 71% say they would if they were easily available, sharable, and understandable.

Benefits of sharing talent pool insights with hiring managers

Before:



- Little to no understanding of internal talent pools
- Searching reactively
- Constantly repeating keyword searches
- Hunch-based talent conversations with hiring managers

After:



- Deep internal understanding of internal and external talent pools
- Understand the total addressable talent market.
- Search once, prioritize, then refine
- Data-driven talent conversations with hiring managers

2nd

Candidate talent pool development is the 2nd most influential driver of talent acquisition performance, after hiring manager relationships.¹

Learn how to use talent pool insights for recruiting in 3 steps

“Data isn’t new. Getting insight from it also isn’t new. But the amount of data we have access to now, combined with the speed it comes at us means that the smartest recruiting organizations are finding new ways to gather and analyze data at speeds previously unthinkable. And they’re using that data not only to make smarter recruiting decisions but to influence broader business strategy that determines talent needs in the first place.”



Dion Love

Narrative Strategist,
CEB (Corporate
Executive Board)



Step 1

Recruit faster - Search once then save your search

Why:



- Similar to a market sizing exercise to understand an overall revenue opportunity, you want your hiring manager to understand the total addressable market of talent you are going after.
- If the total addressable market is too large or small, you can refine the job criteria so you have a reasonably-sized talent pool to pursue.

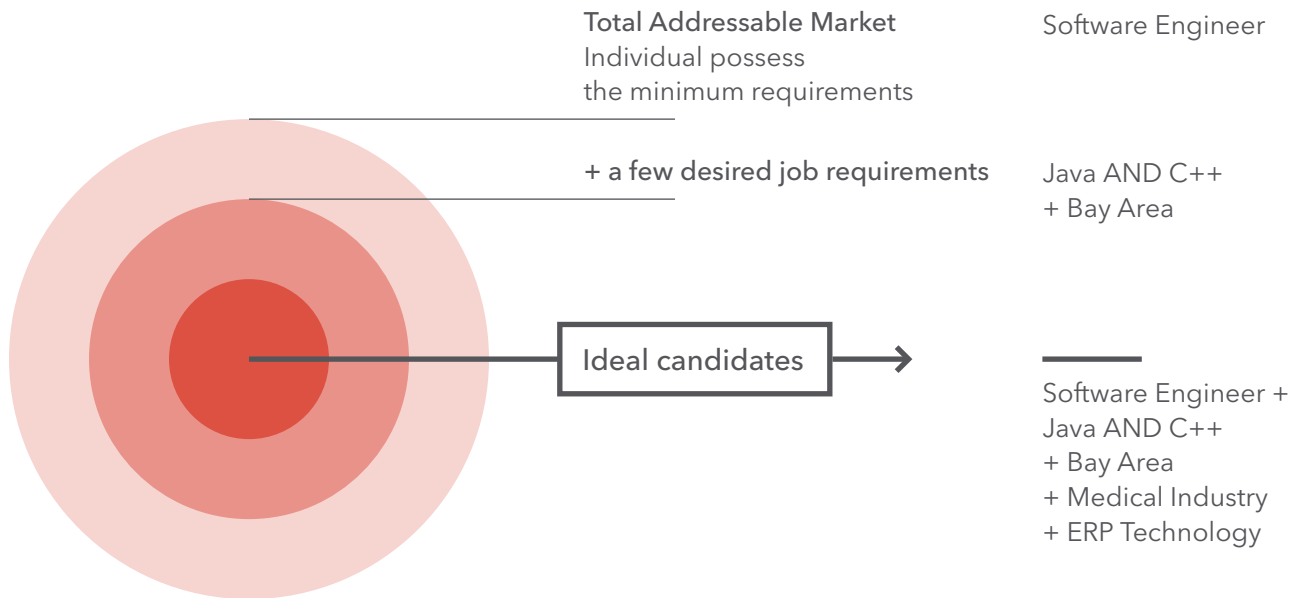
How:



- Use your hiring manager's job criteria to create a Boolean search string that captures all the ideal qualifications of the role you're recruiting for.
- Alternatively, create a search that will result in the top talent at your organization that you want to clone. Then use exclusive search tactics to find similar talent outside your organization and exclude the types of people you DON'T want from your results.
- Quantify your total addressable market by recording the total number of professionals that fit all of your ideal criteria.
- Save your search results.
- Remove criteria that you think could be de-prioritized to see how your total addressable market expands.
- Create a slide that helps your hiring manager visualize and quantify the total addressable market for your ideal candidate vs candidates with low-priority qualifications removed.



Quantify the total addressable market for your hiring manager



“When I was sitting with the hiring manager and looking at LinkedIn Recruiter’s search insights, we immediately knew if we were casting too tight of a net and how we needed to adjust the criteria. It allowed me to talk about how big the market is, and whether the hiring manager needed to adjust his strategy. We also discovered companies we weren’t looking at before, that had people with the background we wanted.”



Brigitte Kearney
Staffing specialist
Qualcomm

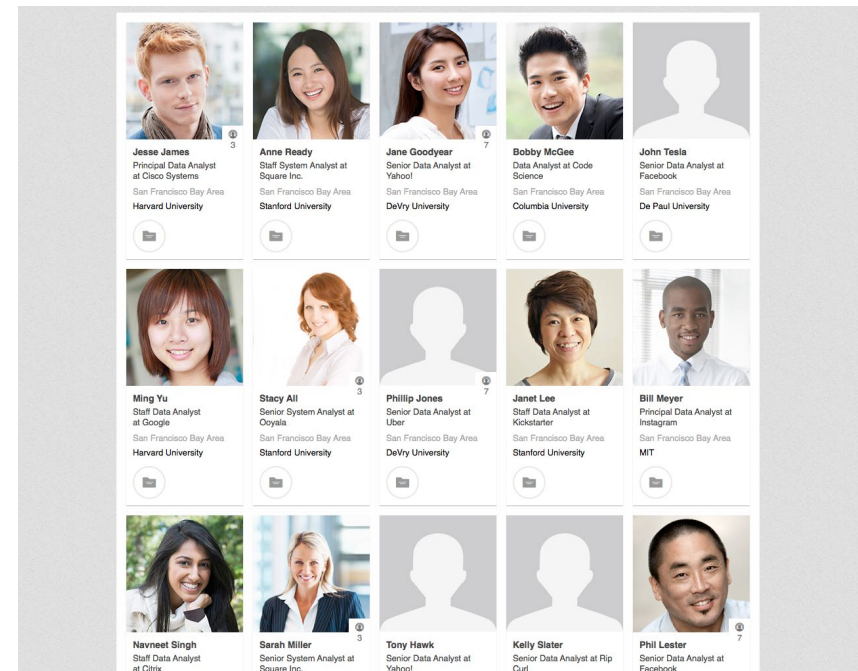
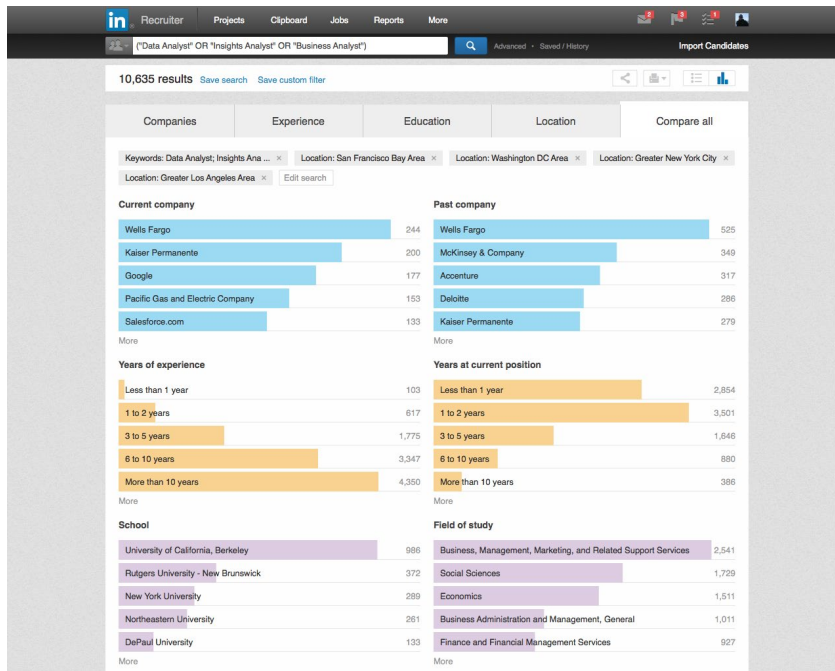
Use search insights in LinkedIn Recruiter

In LinkedIn Recruiter, do a search then click on the search insights tool in the upper right hand corner.

The screenshot displays the LinkedIn Recruiter interface. At the top, the navigation bar includes 'Recruiter', 'Projects', 'Clipboard', 'Jobs', 'Reports', and 'More'. A search bar contains the query: ("Data Analyst" OR "Insights Analyst" OR "Business Analyst"). The search results show 10,635 results. On the left, there is a 'Refine' sidebar with options for 'People' (LinkedIn Applications, Jobvite) and 'Recruiting activity' (Any, People with, People without). The main content area features a search bar with filters for 'Keywords: Data Analyst; Insights Ana ...', 'Location: San Francisco Bay Area', and 'Location: Greater Los Angeles Area'. A prominent insight box states: 'You haven't been searching at **Money Bank**, but 244 people who work there match your search'. A 'View analytics' button is visible next to this insight. A 'New! Search analytics' tooltip is also present, explaining that users now have access to powerful interactive search visuals.

Get an overview of your talent pool

Understand different aspects of your target talent pool - where they've worked before, where they currently work, a breakdown in years of experience, a breakdown of years in their current experience, which schools they attended, what they studied, and where they live.



Step 2 ↗

Interpret the talent pool data

Why:



Get different views of your talent pool to understand where the largest pockets of candidates lie.

How:



Dig into these suggested views of your talent pool. Play around with the tool to see more interesting cuts of the data.



Prioritize companies with the largest target talent pools

Why:



- Get competitive intelligence on which companies have the largest talent pools of people you're interested in and prioritize recruiting from those companies.
- By focusing on one organization at a time, you can understand that organization's language for jobs and save yourself time.
- Move from:

Before:

Filter focused

Inclusive searches (creating a Boolean string)

After:

Company focused

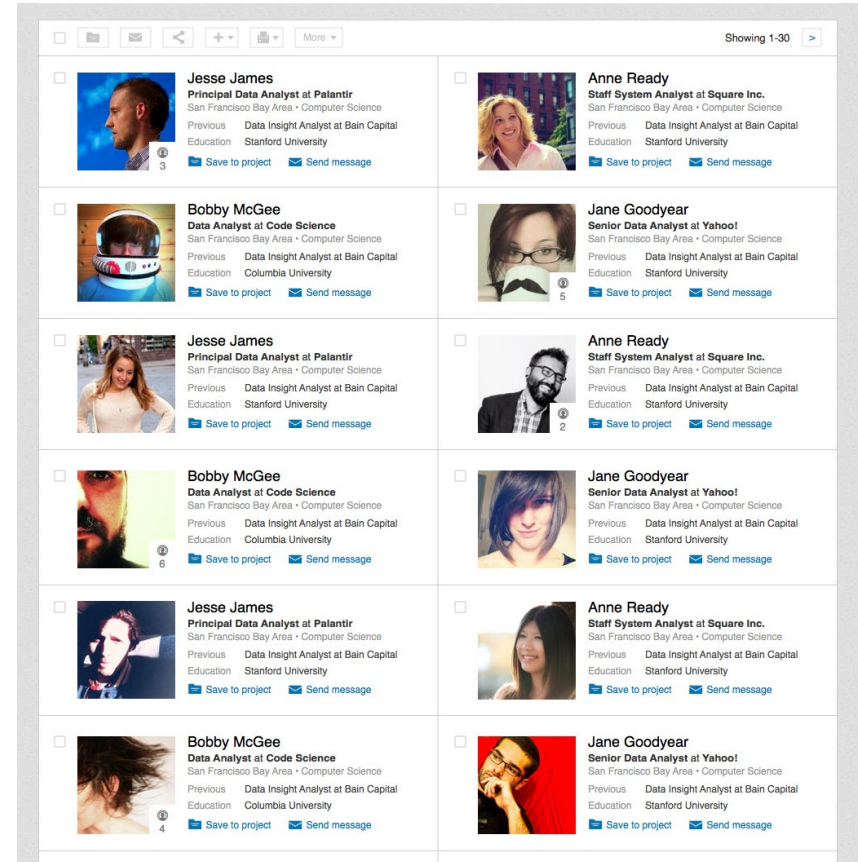
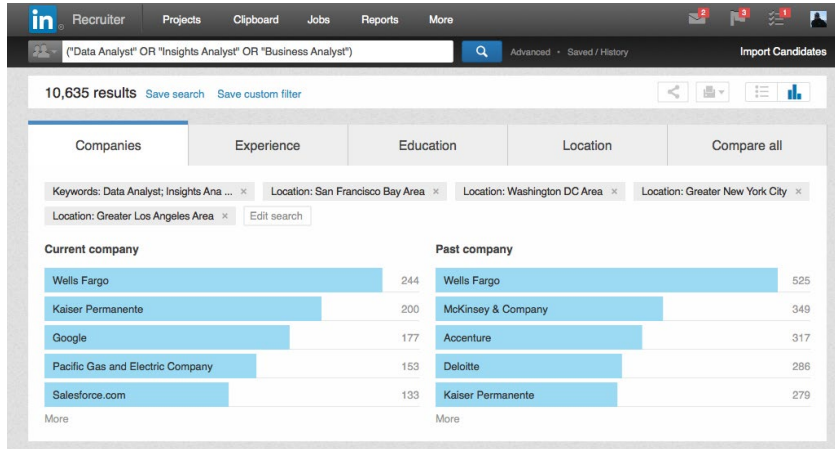
Exclusive searches (subtracting criteria you don't want, like title = intern)

How:



- Save time by searching once, then refining the same search string and saving each subsequent search in LinkedIn Recruiter.
- Find companies with the largest target talent pools.
 - Filters: Select your ideal qualifications (i.e. skills, years of experience, etc.)
 - Search Results:
 - Identify terms that are not a fit and start removing these people.
 - These become the NOT keywords for your search query (i.e. NOT intern, NOT CEO, etc).
 - Check if the list of results / people looks right.
 - Once the results look right, save your search and sign up to get alerts.
 - Alerts tell you when an organization has promoted someone, or when someone has left the organization so you can keep tabs on your top talent.
 - Go to search insights and click on companies to see which companies (both current and past) have the largest talent pools.
- Understand where you've previously recruited talent from.
 - Select your organization under Current company.
 - Look at the past companies section of search insights to understand where you've recruited from in the past.

Prioritize companies with largest talent pools



Prioritize schools with the largest student and alumni talent pools

Why:



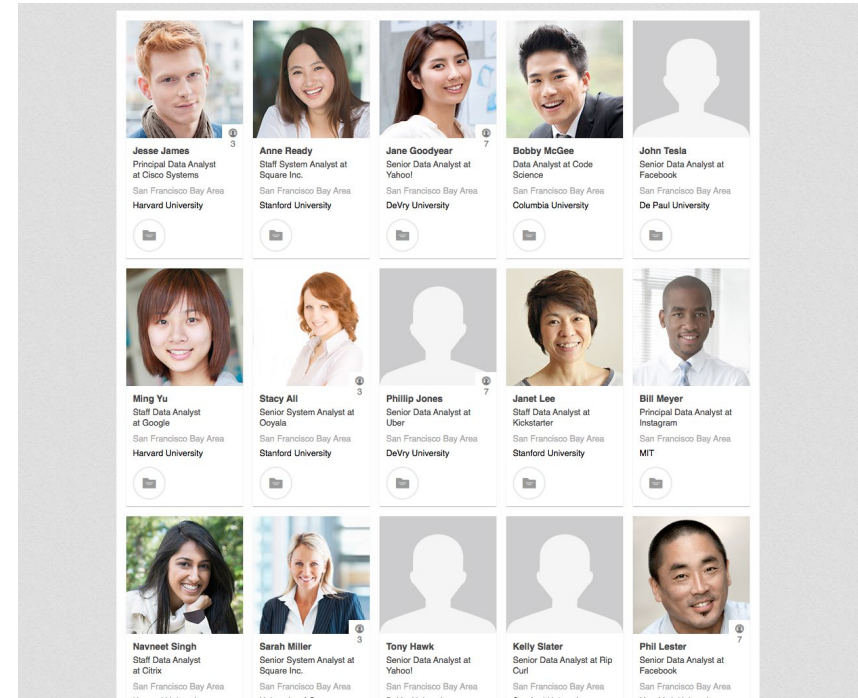
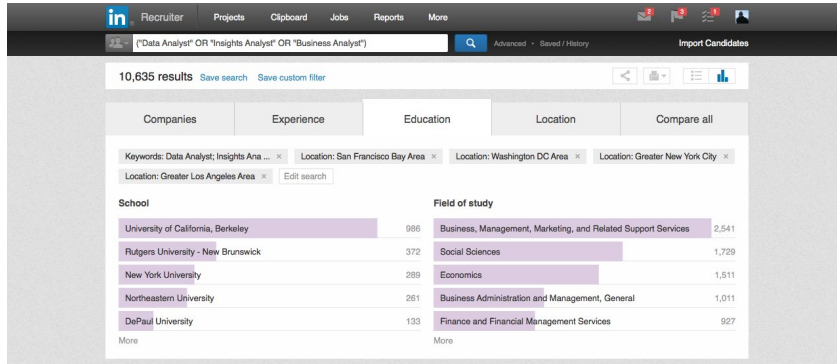
- Speed up your sourcing by prioritizing schools with the largest talent pools of students and alumni that meet your criteria.

How:



- Find schools with recent grads in your target talent pool.
 - Re-run your saved Boolean search query with target criteria.
 - Select <1 year or 1-2 years of experience.
 - In the search insights section, click the "Education" tab.
 - This is the recent graduates talent pool with your desired skills and experiences.
- Understand which schools have alumni in your target talent pool
 - Repeat the above but under Years of Experience check the options you'd like to target.
- Understand where your organization's current employees graduated from
 - Repeat the above but under Company, enter your organization.

Sample search insights to prioritize largest student and alumni talent pools



Uncover hidden internal talent pools

Why:



If you work for a medium to large sized organization, there may be internal talent that fits your qualifications and aren't already working in the group you're recruiting for. They may be slightly junior or the same level as the role you're trying to fill, and open to a promotion or lateral move.

How:



- Using company filters, select both current and past company as your own.
- Select ideal # years of experience you're targeting.
- To find those who could be promoted, enter keywords of roles that are immediately junior to the one you are sourcing for.
- Identify potential lateral transfers by excluding people in the junior role.

Search for referral talent in your hiring manager's network

Why:



Chances are, your hiring manager will know qualified people because of network effects. As the theory goes, birds of a feather flock together.

How:



- Communicate with your hiring manager that you will use LinkedIn Recruiter to target talent in his or her network.
- Connect with your hiring manager so you can see his/her connections on LinkedIn.
- Navigate to your Hiring Manager's profile in LinkedIn Recruiter.
- Click on connections.
- Source your hiring manager's connections using the search string you created.
- To visually summarize the talent pool that is in his/her network, in search insights click on the Compare All tab.
- Recommend a messaging strategy for referral candidate outreach. Craft a message for the hiring manager to use to reach out directly to candidates.

Step 3

Save your searches and pipeline

Why:



1. This will save you a tremendous amount of time and work in the long run. You'll no longer need to re-enter search criteria and filters each time you look for candidates.
2. Help your teammates and manager track your progress and help you as needed.

How:



1. As you identify different talent pools, save your search query, save your filter sets as custom filters, and save leads to your project / pipeline.
2. Add a note to leads referencing the name of the talent pool you're sourcing for.
3. Use notes to indicate which individuals you've begun sourcing and outreach with.

Pro tip:



Use the update feature

in LinkedIn Recruiter to get alerts on when someone in your target talent pool has been promoted or has left the organization.



Resources to get started with using talent pool insights:

1. Free LinkedIn talent pool reports on SlideShare:
[Inkd.in/plan](https://www.slideshare.net/linkedinplan)

2. Search Visualization tool in LinkedIn Recruiter.
[Contact us](#) to learn more.

LinkedIn Talent Solutions
Talent Pool Report

Professionals with Digital And Online Marketing skills
 United Kingdom (October 2014)

Talent Pool Overview

39.6K
Professionals in talent pool on LinkedIn

3.5K
Graduates joined talent pool (past 3 years)


66%
Are managers or above

26%
Changed jobs over the past year
(Compared to 9% in the United Kingdom overall)

Methodology

Talent Pool insights are gathered from LinkedIn's 313M+ members worldwide. We define talent pool audiences based on the skills and occupations listed

Talent Supply & Demand by Region



Metro Area	# of Professionals	Competition for talent
London, UK	16.6K	High
Manchester, UK	1.3K	Moderate
Brighton, UK	<1K	Low
Reading, UK	<1K	High
Leeds, UK	<1K	Moderate
Birmingham, UK	>1K	Low

LinkedIn Talent Pool Report

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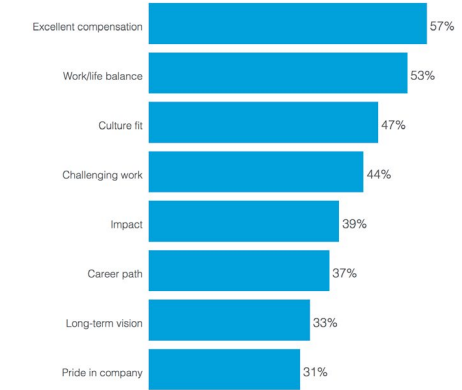
Top Schools Attended

- Chartered Institute of Marketing (GB)
- The Manchester Metropolitan University (GB)
- University of Leeds (GB)
- Bournemouth University (GB)
- The University of Manchester (GB)

Top Fields Studied

- Marketing
- Business
- Media
- Economics
- Computer science

What this Talent Pool Wants in a Job



% indicates how important the attribute is to professionals in this talent pool


Source: 2014 survey of 330K+ total LinkedIn members, in which respondents were asked to identify the 5 most important attributes when considering a job opportunity. At least 50 members in this talent pool took the survey.

What LinkedIn's free talent pool reports will tell you:

1. Which cities to target by understanding macro talent supply AND demand data.
2. Which LinkedIn groups to target by seeing which groups are most popular.
3. How to craft your InMail messages by understanding what your target talent pool values in a job.

Try exclusive search tactics yourself in 15 minutes!

1. Create an organization-based search for your target talent pool
 - a. Enter keywords for your role.
 - b. Under Current company, enter your target organization.
 - c. Filters: Select fixed requirements (i.e. Years of experience, Location, etc.).
2. Refine your search
 - a. Identify terms that are not a fit and begin removing these terms.
 - b. These terms become the NOT keywords for your search query.
 - c. Save search and Get alerts. Alerts will tell you when someone is promoted or leaving.

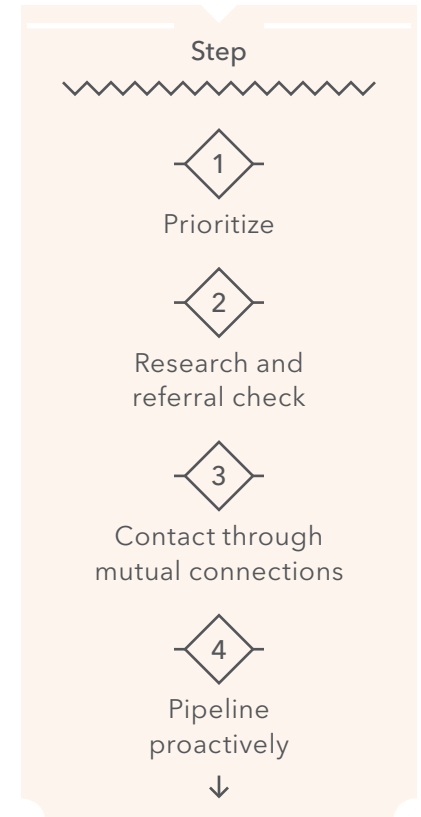


Execute your sourcing plan

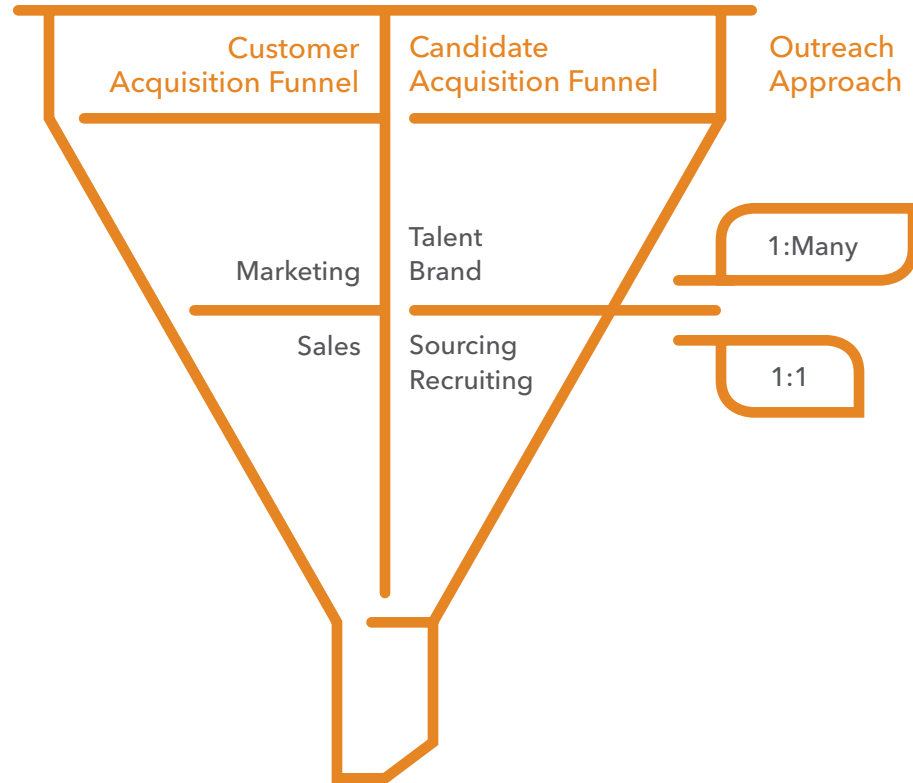
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Put your sourcing and recruiting plan into action:

1. **Prioritize** candidates that are most likely to respond and are the best match for your organization.
2. **Research and referral check** high potential candidates by interviewing connected employees.
3. **Contact** candidates by reaching out through mutual 2nd or 3rd degree connections. This is proven to be more effective than cold contacting.
4. **Pipeline proactively** to track your nurture process and collaborate with your team. Proactively nurture relationships with top candidates, even if they aren't looking to switch at that moment. Help them become aware of your organization, want to work there, and eventually convert into candidates. Tag them in your system as high potential candidates you may want to go back to.



Target different talent pool segments with different types of outreach.



Step 1 ↗

Prioritize prospects in your agreed-upon talent pool

Why:

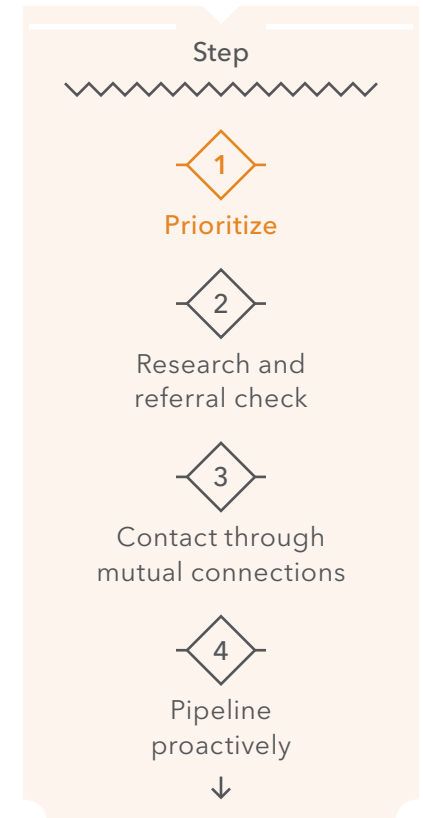


You'll end up with hundreds and sometimes even thousands of target candidates in your talent pool. It's important to prioritize your time with this list wisely.

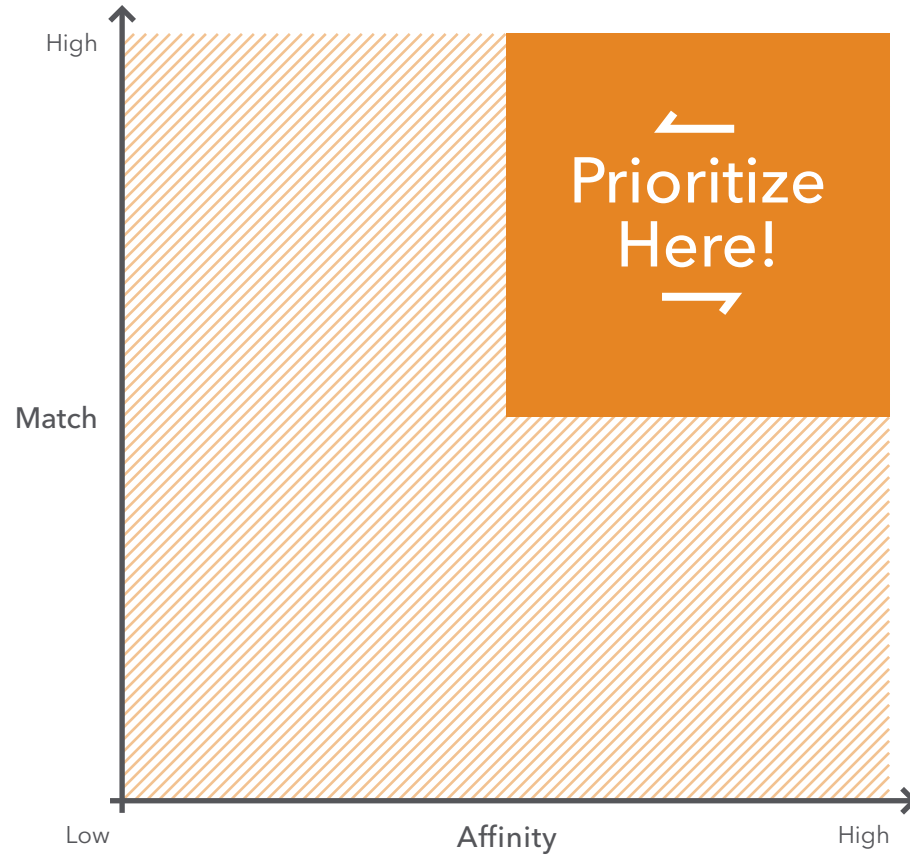
How:



- Once you've agreed on the overall talent pool with your hiring manager, we recommend prioritizing the prospects with the highest match and some affinity toward the organization to maximize the likelihood of getting a response.
- Prioritize prospects who are the best match, from the top half of your LinkedIn search results. All of your search results meet your search requirements, but you can now take advantage of LinkedIn's new search relevancy enhancements that better prioritize those results by taking into account signals of interest and fit.
- Prioritize prospects with some affinity toward your organization by looking at the prospects who are most connected to your employees, are following your organization, have opted into your talent community, etc.
- Top priority talent should receive 1:1 InMail and referral attention.
- Second priority talent requires a 1:Many strategy. Use LinkedIn's Work With Us ads, an email or InMail nurture campaign, etc. to reach these segments.



How to prioritize prospects in your talent pool



Step 2 ↗

Research and referral check high potential candidates before reaching out

Why:

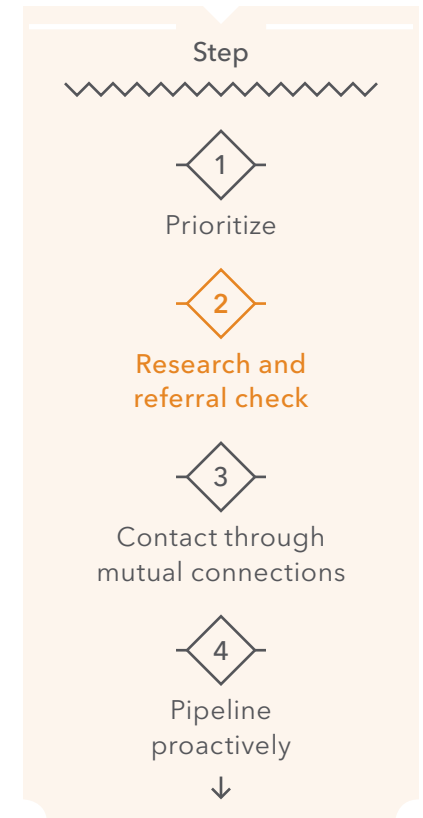


- Get a fair view of high potential candidates before reaching out, and save yourself time and headache later.
- Take advantage of your colleagues' knowledge in two key areas:
 - What it takes to be successful at your organization.
 - Their deeper understanding of the prospects' skills and aspirations.

How:



- Reach out to employees connected to each prospect. Keep your questions open so employees share their thoughts freely. Ask open ended questions such as:
 - What are your thoughts on this person?
 - How do you see this person fitting in at our organization?
 - What did they do when you worked together?
- Record their feedback and decide whether you should go after that prospect.



Why warm outreach works

Once you've advised the hiring manager and set expectations using talent pool data, it's time to prioritize, research, and reach out!

Instead of cold calling, try reaching out to your prospects through a second degree connection like an employee. Why? The results speak for themselves.

Results of using the warm outreach method at LinkedIn:

85%

Average InMail response rates when 1st degree employees reached out

28%

Average InMail response rates when recruiters reached out

"The referral insight gathering process is really where the rubber meets the road. It's where we actually get to validate this great data that we've been using."



Bob Spoer

Former Talent Market Strategist - Engineering, LinkedIn.
Currently Chief Entrepreneur for People/Search/Partnerships, Ashoka.

Step 3

Contact candidates through mutual connections

Why:

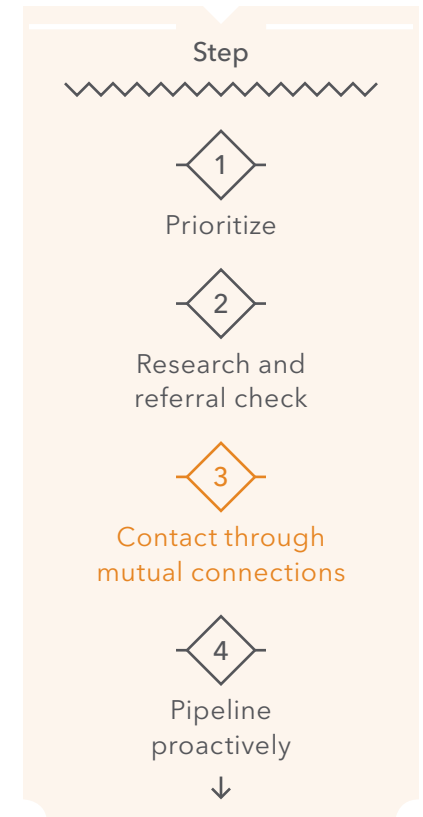


- There's no reason to reach out cold in a connected world where you have LinkedIn!
- By reaching out to passive candidates through a warm contact or after sharing a warm contact's recommendations with passive candidates in an InMail, you can make the most of the trusted relationship between the prospect and the mutual connection.
- Your goal with passive candidate sourcing should be for the person to have a career conversation with the hiring manager, even if the candidate isn't 100% sure he/she is interested.

How:



- After making sure you have the right people in the talent pool by validating with your hiring manager and gathering additional referral data from employees, it's time to start reaching out.
- Build a relationship with the prospect and use the data gathered in the research phase to figure out the best way to approach the individual. The recruiter is responsible for developing the outreach strategy and facilitating the process. Ideally, the outreach will be done by the employee or mutual connection that has the deepest connection to the individual to increase the chances of a response.
- The recruiter should figure out the best way to contact the prospect
 - First choice - Most connected employee
 - 2nd choice - Hiring Manager
 - 3rd choice - Recruiter
- If the prospect isn't responsive:
 - Understand whether the outreach was specific enough.
 - Maybe they aren't interested in having a career discussion.



Step 4 ↗

Pipeline candidates proactively

Why:



- By proactively pipelining for high priority roles instead of reacting to every new job posting, organizations can monitor and increase the speed and effectiveness of their recruiting teams.
- By transitioning from reactive recruiting to proactive pipelining, recruiters can free up their time for strategic conversations with hiring managers about the desired future skills make-up of their teams.

How:



- Proactive pipelining comes down to the processes and tracking of individual recruiters.
- Once these statuses are added, recruiters and recruiting leaders can then see where in the funnel their prospects fall and track speed and progress.



To pipeline, use these sample tags and statuses

New Prospect:

This prospect has just been added to the talent pool and hasn't moved through the process.

Reference Check Pending:

A Reference Check has been requested, however we still need to gather two or more pieces of positive feedback on the prospect before moving forward.

Outreach TA:

Somebody on the talent acquisition team has made an outreach to the prospect.

Outreach EE:

An employee has reached out to the prospect to engage them.

Outreach Manager:

The prospective manager has reached out to the prospect to engage them on behalf of the organization.

No Response:

The prospect has not responded to the outreach made.

Not Interested:

The prospect has responded to our outreach but has indicated that they are not interested in engaging.

Not a fit for this role:

We determined that this prospect is not someone we want to engage with right now based on their skills.

Nurture:

The prospect is in the Nurture phase and is receiving regular "Nurture" activities from the right person.

Moved to ATS:

This prospect has decided to apply for a role at your organization and enter the recruiting process via the applicant tracking system.

Not Qualified:

Prospect is not a fit for the talent pool based on skills and feedback provided from reference check process.

Do Not Contact:

Prospect has indicated that they do not want to be contacted by your company.

A group of four people are seated around a table in a meeting. On the left, a man with long dark hair and glasses is seen in profile, wearing a plaid shirt. In the center, a woman with dark hair pulled back is wearing a light-colored blazer and is gesturing with her right hand while speaking. To her right, a woman with long blonde hair is wearing a blue top and is also gesturing with her hands. On the far right, the back of a man's head and shoulder in a blue shirt is visible. The background shows a white wall with framed certificates and a woven basket. The left half of the image is overlaid with a teal color.

You can't
manage what
you can't
measure

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Set your recruiting goals

It's imperative to define the following in order to measure and reach success:

- 1 Your business' key objective
- 2 Your recruiting goal as it relates to that objective
- 3 The success metrics you'll monitor to reach that goal
- 4 The targets you want to hit to reach success

"What gets measured gets done."



Peter Drucker

Management consultant, educator, and author.

¹ Flickr Creative Commons Isaac Mao

Example of adjusting your success metrics to match business needs

Business Goal	Recruiting success metrics
Entry into new location, product, or service	→ # hires, time to accept, brand awareness & engagement
Hiring slowdown, merger or acquisition	→ Retention, new hire performance rankings
Business or talent competition, diversity	→ # hires, time to accept, brand awareness & engagement
Executive hires, succession planning	→ Retention, new hire performance rankings



Jennifer Hill
Lead Recruiter
Main Street Hub

LinkedIn Talent Connect SF, Recruiting Metrics That Really Work For You, (Oct 2014).

Sample recruiting success metrics to monitor

Sourcing

- Increase your InMail response rates from X% to Y%
- ROI: Increase applicants per source by X%
- ROI: Increase interviewees per source by X%
- ROI: Increase offers per source by X%
- ROI: Increase hires per source by X%
- ROI: Decrease cost (per applicant, hire) per source by X%

Talent Brand

- ROI: Increase career site visits by X% month over month.
- Increase # of company followers by X% month over month
- Increase % recruiters with an optimized social presence
- Increase your LinkedIn Talent Brand Index by X% relative to key talent competitors for high priority functions / regions
- Increase candidate experience scores (i.e. NPS, CSAT, etc.) by X%
- Increase candidate offer acceptance rates by X%

Recruiting overall

- Decrease time to fill by X% (by department, recruiter, job type, etc.)
- Decrease cost per hire by X%
- Improve hiring manager satisfaction ratings for new hires (i.e. NPS, CSAT, etc.) by X% as a proxy for increasing quality of hire

Lou Adler's 6 recruiting metrics that matter

1 Candidates per hire

2 Passive candidate conversion rate

3 Referrals per call

4 Email conversion rate

5 Passive candidate call back rate

6 Job posting effectiveness



Lou Adler
CEO
The Adler Group

Lou Adler, LinkedIn Talent Blog, The 6 Recruiting Metrics That Really Matter, (Feb 2015).

Tools to help you track recruiting performance

ATS reports:

Hires, time, offer acceptance rate

Finance:

Spend and cost data

Social Media:

InMail response rates, company followers, Talent Brand Index

Survey tools:

Hiring manager satisfaction, candidate satisfaction

Google Analytics

Career site traffic

Always remember to:

1. Tie metrics back to your recruiting goals and business objectives.
2. After identifying your metrics, set SMART targets that are specific, measurable, assignable, realistic, and time-bound.
3. Create an executive dashboard that allows you to monitor and adjust, focus more time on recruiting, and less time on reporting.

“Don’t wait for industry standards to come to market. While some standards are underway, world-class companies build their own systems and use vendor tools to start. There are no “complete” sets of metrics for any particular company.”¹

Bersin by Deloitte, WhatWorks Brief: High-Impact Talent Analytics - Building a World-Class HR Measurement and Analytics Function, (Oct 2013).

A photograph of two men sitting at a table in a meeting room, engaged in a conversation. The man on the left is older with grey hair, wearing a blue and white plaid shirt, and is gesturing with his right hand. The man on the right is younger, wearing a green and white plaid shirt, and is looking towards the older man. They are both holding white coffee cups. In the background, there are large windows and architectural drawings or blueprints are visible on the wall. A semi-transparent yellow and orange vertical bar is overlaid on the right side of the image, containing the title text and the LinkedIn logo.

Four stories about data driven recruit- ing

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Story 1 ↗

Red Hat finds engineers by combining data from multiple sources



About Red Hat:



Red Hat is a leader in open source information technology and the birthplace of an open source platform known as Linux.

Business Problem:



It operates in the competitive and fast-moving software technology industry, where competition for engineering talent is hot.

Recruiting Problem:



In 2013, Red Hat anticipated 17% revenue growth, resulting in the need to hire 1,100 global engineers quickly.

Strategy:



Outbound social sourcing:

Red Hat was an early adopter of LinkedIn Recruiter, which allowed them to identify engineering talent pools, InMail leads, and proactively pipeline them. Red Hat also created an employer brand group that proactively posts updates about the organization to Twitter, Facebook, LinkedIn, and other social networks.

Inbound social sourcing:

Red Hat created a dedicated team to monitor technical online communities and search for qualified candidates among those who posted answers. Red Hat sometimes posts its own tricky problems on online forums and goes after prospects who come up with creative solutions.

Referrals:

Red Hat encouraged referrals from employees who were naturally active in online communities of open source programmers who actively discussed industry issues with external prospects. They amplified their referral incentive and recognition program, looking to their 5,900 employees as recruiters.

Innovative tools:

Red Hat wanted to hire engineers with experience in open source software so they strategically targeted candidates that posted open source code publicly available online. Red Hat piloted "Gild," a tool that identifies engineering candidates difficult to find through social sourcing alone. Gild scores and ranks a prospect's publicly available code found on over 60 niche sites globally such as Google Code, Github, Bitbucket, and Stack Overflow, as well as blog posts and personal websites. Combining this tool with LinkedIn, Red Hat helped recruiters make contact with prospects by reaching out through shared connections.

Results and lessons learned:



Referrals:

Referrals now account for 50% of Red Hat's new hires.

Pilot with a small team first

then roll out changes with the help of the vendor.

This decreases pilot costs and establishes results before expanding and scaling a new tool.

Source socially

Being engaged in online engineering communities through employees and recruiters was critical to their success.

Use multiple sources of data

It helped Red Hat to supplement social sourcing tools with Gild's scoring feature. Instead of reaching out to 50 candidates, for example, a recruiter could quickly focus on the 5 or 6 top leads by aggregating multiple streams of data.

Bersin by Deloitte, WhatWorks Brief: High Impact Talent Acquisition: Key Findings and Maturity Model, (Sept 2014).

Story 2 ↗

LinkedIn creates new “Talent Market Strategist” role to source proactively

Business Objective:



LinkedIn is the world’s largest professional network. It’s a social media and technology company that requires top notch engineers to build nimble and innovative products. To stay competitive, it also needs top B2B salespeople and sales leaders to sell its SaaS solutions to marketing, human resources, and sales functions.

Recruiting Objective:



LinkedIn needed to recruit high priority roles like engineers and sales leadership. In Silicon Valley, the competition for engineers and software sales people is fierce.

Solution:



We created a new Talent Market Strategist position whose primary job was to proactively nurture and pipeline top candidates into critical positions.

LinkedIn® Talent Solutions

Goal:



We wanted to move from:

Traditional Recruiting	→	Talent Market Strategist strategically and proactively pipelining for key roles
Reactive to the business	→	Proactive approach that partners with the business before needs are specifically identified
Keyword search jockey	→	Search once, refine, and manage
Prioritize top of the search list	→	Prioritize high fit and likelihood of joining LinkedIn
Cold candidate outreach	→	Warm and tailored outreach through employees
Talent market intelligence dispersed	→	Talent market intelligence quantified

Strategy:



- Identify and increase engagement in critical talent pools
- Engage critical talent pools as ongoing “talent communities”
- Convert critical talent pools to hires
- Step up conversations with hiring managers and the business
- **What the Talent Market Strategist does**
 - Creates a proactive “Total Addressable Market” strategy that prioritizes top candidates based on quality and likelihood of joining LinkedIn
 - Researches highest priority candidates by talking to employees connected to them
 - Uses this research to craft a tailored 1:1 outreach approach
 - Nurtures prospects from awareness to interest to becoming an employee
- **The timeline and process:** This approach to sourcing was born in September 2013 and launched in Q4 2014. We piloted the approach in both Sales and Engineering in Q1 and Q2 of 2014. Over the past year we have experimented and figured out what works really well and what can be improved upon. This trial has provided us with lots of data on how we can and should nurture pools of talent moving forward.

Results:



After 1 year:

18+ hires made
in Engineering

1 hire made
in Sales, with **55** prospects now
at the interview
stage

500+ sources of employee
reference checks
gathered

85% InMail response rates
to warm introductions

Story 3 ↗

B/E Aerospace uses talent pool locations and migration research to recruit for niche skills

About:



B/E Aerospace is a world leader in interior cabin products, fastener distribution, and logistical services for commercial, business and military jets.

Problem:



B/E Aerospace's HR team needed to identify talent in the ultra-competitive aerospace engineering labor market with not only next-generation strategic and innovation skills but also a willingness to relocate to Seattle.

Strategy:



The company, with the support of CEB Talent Neuron (CEB's talent analytics division), applied research from big data sources to objectively compare various cities based on the availability and migratory patterns of the talent pool. CEB Talent Neuron also monitored competitor information to evaluate market competitiveness and provided relocation 'talking points' unique to the selected cities.



Result:



The total analysis helped B/E Aerospace target and prioritize its recruiting investments and avoid wasting advertising dollars in the wrong markets.

Story 4 ↗

Intermountain Health Care increases retention by improving new hire screening

About:



Intermountain Healthcare is a fully integrated healthcare system in the U.S. servicing Utah and southern Idaho. With 22 hospitals, 155 clinics, and 34,000 employees, it is the largest private employer in Utah.

Problem:



Pro Re Nata (PRN) employees had a high turnover rate of 41 percent within their first year of working. A PRN employee has no scheduled hours, working shifts as needed. Managers were increasingly hiring more PRN employees such that PRN employees grew to make up over 34 percent of new hires. PRN turnover was projected to cost the organization \$18 million over 10 years.



Strategy:



- Intermountain's HR analytics team formed a cross-disciplinary team with members from the organizational effectiveness, recruiting, and finance teams. They resolved to decrease first-year turnover among PRN new hires by 12 percent.
- To improve the recruiting process, the team selected and analyzed four metrics: 1) pre-screening scores for candidates sent to hiring managers for review; 2) the percent of those candidates actually interviewed; 3) the percent of interviewed candidates who become five-star quality hires; and 4) the 90-day retention rate for these candidates. They monitored these on a dashboard.
- After analyzing, the team decided to refine the screening questions to more accurately represent the role of a PRN at Intermountain and to filter out less-qualified candidates.
- Most importantly, the team created new tools for managers and employees to manage their schedules via mobile devices since employee feedback revealed that scheduling challenges were the number one cause of turnover.

Results:



In year one, Intermountain Healthcare was able to shrink first-year PRN turnover from 41% to just 14%.



At the start of year two, the group's attrition continued to improve, dropping to 5%.

Bersin by Deloitte, WhatWorks Brief: High-Impact Talent Analytics—Building a World-Class HR Measurement and Analytics Function, (April 2014).

A woman with dark hair, wearing a white sleeveless top, is sitting at a desk and smiling while working on a laptop. The desk also has a smartphone, a green bottle, and a small plant. The background is a light-colored wall with a window. A blue semi-transparent overlay covers the right side of the image.

Welcome to the world of data driven recruiting

LinkedIn
Talent Solutions

Let your data driven recruiting adventures begin

Here's a quick recap of all you've learned.
May our data be with you as you recruit!

Be a strategic advisor to hiring managers using data

- Have an initial intake meeting with your hiring manager
- Research and refine your target talent pool with data
- Have a follow-up strategy meeting with your hiring manager

Research and refine your target talent pool using data

- Search once then save your target talent pool in LinkedIn Recruiter
- Interpret the data through new lenses
- Refine your talent pool with your hiring manager

Prioritize, Research, then reach out

- Prioritize candidates that are most likely to respond and are the best match for your company
- Research high potential candidates through referrals
- Warm contact candidates by reaching out through 2nd or 3rd degree connections
- Pipeline proactively to track your nurture process and collaborate with your team

Turbocharge your team's recruiting performance with metrics and targets

- Define your business objectives, recruiting goals, and related success metrics
- Set SMART targets for your metrics
- Monitor regularly and adjust

More helpful resources about data driven recruiting

Learn more about our search insights tool
➤
in the LinkedIn Talent Solutions Learning Center



Free LinkedIn talent pool reports
➤
on SlideShare



3 Principles for Data Driven Recruiting
➤
by Brendan Browne



The 6 Recruiting Metrics That Really Matter
➤
by Lou Adler



A 7 Step Plan for Measuring and Improving Quality of Hire
➤
by Lou Adler



5 Ways You Can Use Data to Recruit More Efficiently
➤
by Jenny Jedeikin



Do Your Metrics Even Matter?
➤
by Bradley Lawrence



About LinkedIn Talent Solutions

Recruit quality talent – passive and active, external and internal – on the world’s largest professional network. Find the right person for the job faster with LinkedIn’s social recruiting solutions.

Unlock full access to 347 M+ professionals

Attract, find, and hire talent while you sleep using our powerful sourcing, pipelining, jobs, and talent brand tools.

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