

Recruitment Sourcing For Retention and Performance



In a tight labour market, where competition for talent is tough, many organizations have turned to employment branding. By building your employment brand, you reduce the cost of hire, reduce turnover rates and increase productivity within your organization.

Building a talent pipeline through employment branding is a process. Your brand is as individual as your business.

Tying your recruitment strategy to your business values and core competencies is essential to recruiting and retaining talent for your organization. Starting an employment branding strategy now will build a pipeline of talent for the ongoing success of your business.

How does employment branding make a difference for your business? Employment branding has many long term benefits for your business. Firstly it is a great retention tool. A solid employment brand will remind your current employees why they chose to come to work for you and why they keep coming to work everyday, it internalizes the values of your organization and promotes your existing employees to refer others to your organization. Secondly, a solid employment brand will attract talent that aligns with your business values, will increase the applicants that are a good fit with your business culture and reduce the number of applicants that do not fit with your business. People can short list themselves prior to applying if your employment brand is done well. This saves you a lot of time in the hiring process.

So, you ask, where do I start? The first step is to identify what you recognize as top talent. Talent is different for each organization really, talent is specific to what the organization values and recognizes as important drivers for business success. Is it your leaders, do you see everyone in the organization as key talent, your sales, what is the key talent that brings the value for your customers and shareholders? For example, if you already identify your top talent as – Leaders (this is your focus area), and will be the focus of the development of your employment branding and talent management.

Your next step then is to talk to the leaders (your key talent) within your organization, find out what keeps them there, find out what it is that keeps them motivated and wanting to come to work every

day. What is it about your company that creates pride in your leaders? Are there work life balance strategies in place that keep them happy and wanting to stay with your organization, is it the pay, is it trust, is it the family atmosphere, is it the structure? Is it community involvement, environmental involvement? What is it about your organization that is different from others that keeps them coming to work everyday and wanting to perform their best?

Next find out what the up and coming leaders (or existing leaders) outside of your organization are looking for in work. What culture are they looking for? What opportunities, pay, etc is your target market looking for in relation to work, what do they want from their day to day tasks, what is their ideal workplace, what level of responsibility are they after? etc.

Once you have gotten a clear picture of the drivers of your current talent and the drivers of potential talent, you need to look at the crossover. Where are the similarities with the two groups? Determine the cross over for what your organization truly does offer and what your target market is looking for and you have a realistic preview for potential candidates to shortlist themselves by. You now know what you do well and how you are addressing the needs of your talent pool. This is the heart of your employment brand, the value you offer to existing and potential talent.

Now it is time to create your marketing statement. Design your market statement to sell the great qualities your organization offers to your key talent. Now, don't forget to also include your expectations. Keep it real, keep it brief. This statement will inform your potential talent about what makes your business a great place to work as well as informing them about the expectations you have for performance.

Once you have created your marketing statement you are ready to start sharing your newly created image. But where do you put it? This requires careful consideration for both internal sharing and

external sharing. Sharing your message internally is important for your current employees; it allows them to internalize the core values of your organization and reminds them why they come to work for you every day. With this information at the forefront for your existing staff, they are well prepared to act as advocates and recruiters for your business. When planning your external sharing, it is important to target your audience and share your information in areas that potentials will see it. With this piece it is important to know where to find your target audience. Is it in leadership magazines, on-line resources, training institutes, professional associations, where are the people you want to target?

Ideally, you will find that you have many suitable candidates that are willing to wait for the right position to come along with your organization; they know that their values match your organizational values and see you as the ideal employer. You are building a pipeline of talent for the long term success of your business. But it does not stop here....Evaluating the success of your employment brand is crucial to ensuring its success. Now it is time to measure the success of your new employment brand. What metrics will you use to measure this success? Using your past measures as a benchmark, it will be important to identify what improvements there have been in numbers of applicants, suitability of applicants, and quality of applicants and has there been a change in retention over 6 months, two years, etc. Reviewing these areas will give you the measures required to determine the success of your employment brand and the information you need to make changes as required to how you market your brand and where you market your brand.

Your marketing statement will change as the market changes, your business changes and as the talent pool changes, tracking the success of your employment brand will give you the ability to remain on top of changes and remain successful in building a talent pipeline that keeps your business head and shoulders above your competition.