



# The Complete Guide to Candidate Sourcing



People [change up to 12 jobs](#) on average in their lifetimes. Job stability - a quaint concept pre-pandemic - [no longer exists](#). In such a fluid environment, firms must work extra hard to both [attract](#) and [retain](#) talented people.

This starts with an effective candidate sourcing strategy. No longer can teams simply post a job and wait for candidates to apply. In order to connect with the best-fit hires, businesses must proactively connect and engage with job seekers where they're spending their time.

This requires a mix of *multiple* sourcing channels. From job boards and social media to internal talent pools and virtual events, sourcing a diverse talent pool means casting a wide net. Doing so will not only help you to fill the immediate role, but increase your organization's [productivity, innovation, and overall performance](#).

So how can you decide which avenues are right for you? We've outlined the key channels and accompanying strategies for your team to reach the widest candidate pool possible.



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# Choosing the Right Mix of Channels for Your Needs

## 1. Job Boards

Job boards are [websites set up expressly to feature job postings from companies](#). Since they reach a wide audience, they are particularly useful for recruiting for positions with broad applicant pools.

The type of job board you use will depend on the type of vacancy you need to fill and whether you're targeting local, national, or global skill sets. Generally, there are four types of job boards:

- Mainstream (e.g. [LinkedIn](#), [Glassdoor](#), [ZipRecruiter](#))
- Skill or Industry-Specific (e.g. [SalesGravy](#))
- Location-Based (e.g. [FlexJobs](#))
- Aggregators (e.g. [staffing or employment agencies](#))

Job boards often work in combination with [applicant tracking systems](#) (ATS) to display jobs from businesses that use these technologies. In this way, teams are able to syndicate their postings to multiple boards at once rather than posting to each individually.

If your team doesn't yet use hiring technology, consider adding an ATS to your tech stack to save time, reduce costs, and simplify the hiring process overall.

## 2. Company Website

Your company's website serves many purposes, including acting as the hub for your employer brand. This is the first place job seekers look to learn about your company's mission, achievements, and culture. In addition to being the first candidate touchpoint, your website should also house your careers page.

Through its written messaging, visual branding, and overall usability, your site should strengthen your employer brand by engaging candidates and increasing application conversion. Be sure your open jobs are listed in a clear spot, preferably the top or bottom navigation.

On your careers page itself, be sure to use on-brand visuals and clear messaging. Include information on jobs, the application process, career prospects, and employee profiles. You could even put employee stories on a careers blog.

### Pro Tip

- In addition to your own website, it's also important to [maintain a presence on third-party sites](#) like Glassdoor. And, to regularly respond to ratings and reviews. Positive reviews are a [compelling form of social proof](#) while negative ones are an opportunity to show you care. [Respond candidly but thoughtfully](#) – and act on the feedback.

### 3. Social media

The number of job seekers using social media in their job search rose from [one in four in 2019](#) to [four in five](#) in 2020. And employers are taking notice—more than **70 percent** of hiring managers successfully used social media to fill recruiting needs.

Social media is an important component of an effective, forward-looking recruitment strategy and warrants its own strategic approach. When developing your [social media recruitment strategy](#), consider:

- Your company's brand, audience, and messaging
- Your existing tech stack and emerging social media tools
- Which platforms your target candidates are likely to frequent

#### Company

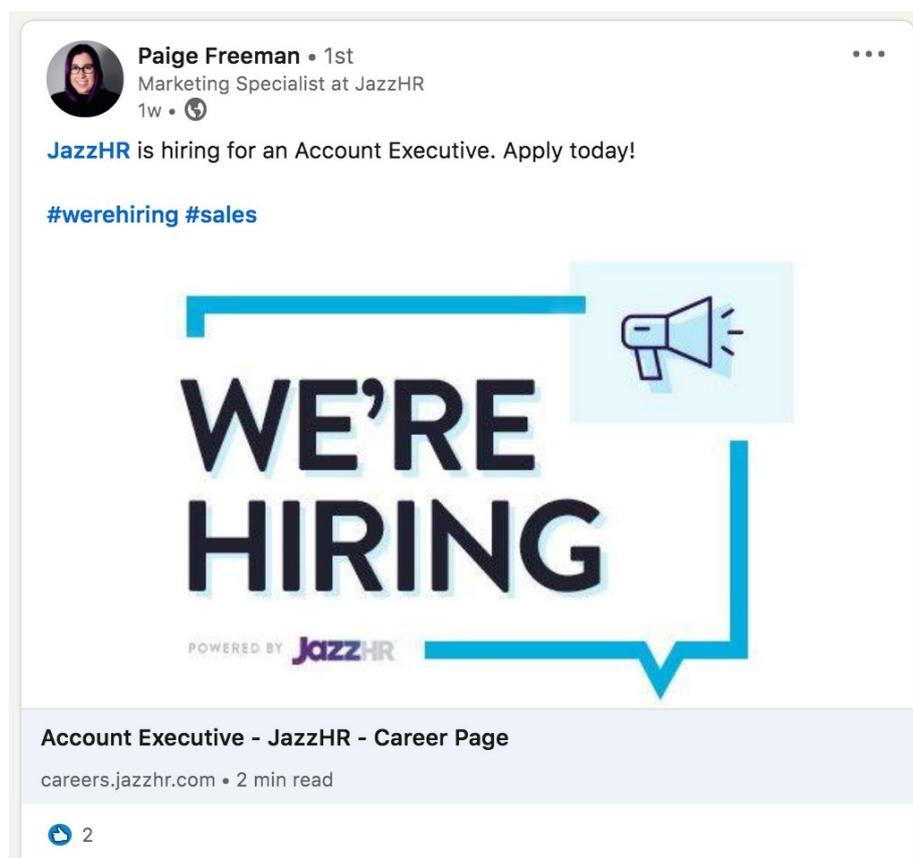
Start crafting your employer [branding](#) on social media with a thoughtful [Employee Value Proposition](#) (EVP). Center your messaging around the type of candidate you want to attract based on skills, qualifications, values, and interests. Use the overall proposition to show new candidates why they should work for your company, as well as to engage and develop relationships with talent over the long-term. Convey your branding through short, sharp, campaigns using [AI and technology-driven solutions](#) to fill immediate vacancies.

## Technology

The right technology is critical to an effective social media recruitment strategy. In addition to posting jobs and employer branding updates to your various channels, your company can also use paid advertising to target the most relevant users.

Job boards like LinkedIn and Facebook, for example, allow for highly targeted advertising that can get your employer brand in front of the right job seekers faster. Focus your recruitment campaigns by using location-based advertising. This includes [geofencing](#) (which uses mobile phones) or IP targeting (which uses a desktop's IP address) to target neighborhoods, campuses, or conference locations.

In addition to paid channels, focus on empowering existing employees to become brand advocates. Encourage them to share job postings and company updates with their own networks to increase engagement.



## Platforms

Once you have your brand messaging and tools in place, it's time to decide which social media platforms are the best fit for your company. So how can you choose? Go where your candidates are. The [most popular platforms according to The Creative Group](#), are:

### *LinkedIn*

As the [largest - and most frequented - professional network for recruiting](#), LinkedIn is the perfect platform to capture candidate attention. With LinkedIn, you can build relationships with both active and passive candidates and amplify your company's exposure by leveraging your employee's networks. Consider also joining industry or skill groups and taking part in the conversations your potential candidates are having.

### *Facebook*

Facebook's demographically diverse audience makes it an extremely powerful tool for recruiting and advertising. With [high user-retention](#), this is the place to focus recruitment efforts by engaging with job seekers, sharing insights, and posting jobs.

### *Twitter*

An excellent recruiting tool, Twitter offers an opportunity to distribute concise (no more than 280 characters), direct content. Follow relevant candidates based on industry, skills, or networks, and share relevant, engaging content to start conversations. Be sure to also use hashtags with job postings to make them searchable, and search job seeker hashtags (e.g. #jobsearch, #opentowork, #jobhunting) to connect individually.



YouTube is the **leading source of video content for global consumers (83 percent)** with **Facebook a close second (67 percent)**. This is the ideal place to position a talent acquisition strategy targeting a younger, diverse, digital-native candidate profile.



With a youthful demographic, this visual platform is **the place** to center a long-term, talent acquisition strategy particularly for creative industries including marketing and advertising. Boost your employer brand by showcasing images of your company culture, events, and achievements.





## 4. Referrals

Employee referral programs are an important component of any sourcing strategy. **Referrals generate 70 percent more good hires than non-referrals**, have **higher retention rates** and are more engaged. Referral programs save time and are more **cost-effective** than other sourcing channels: **one in seven referrals receive a job offer** compared to one in a hundred general applicants.

A strong referral program combined with a powerful social media strategy can deliver far better results than **job boards, advertising, and events** alone.

### Key Elements of an Employee Referral Program

★★★★☆ **Clear Messaging:** Build a structured **referral program** with guidance on the referral process, including how to refer (email or social media), what to say, who to refer, and when. Also, specify how employees will know if their referral was successful and relevant next steps.



**Referral platforms:** **One in three** companies with employee referral programs uses third-party software to manage and streamline the process for both candidates and employees. Use a centralized platform or software to implement a referral strategy that is efficient, consistent and measurable.



*Leverage Social Media:* **The statistics speak for themselves.** The content your employees share attracts 8x more engagement than any content you might share as a brand. They will have an average following of between 300-500 contacts on LinkedIn, Facebook, and Twitter. **98 percent** of professionals use at least one social media platform and half of those are active. Leverage these networks to amplify your online presence and to attract a bigger audience.



*Celebrate and Incentivize:* Referred employees deliver **25 percent more profit** than external hires. Motivate your employees to make referrals by recognizing their contribution. This can vary from a celebratory pizza night, gift card, or monetary bonus.

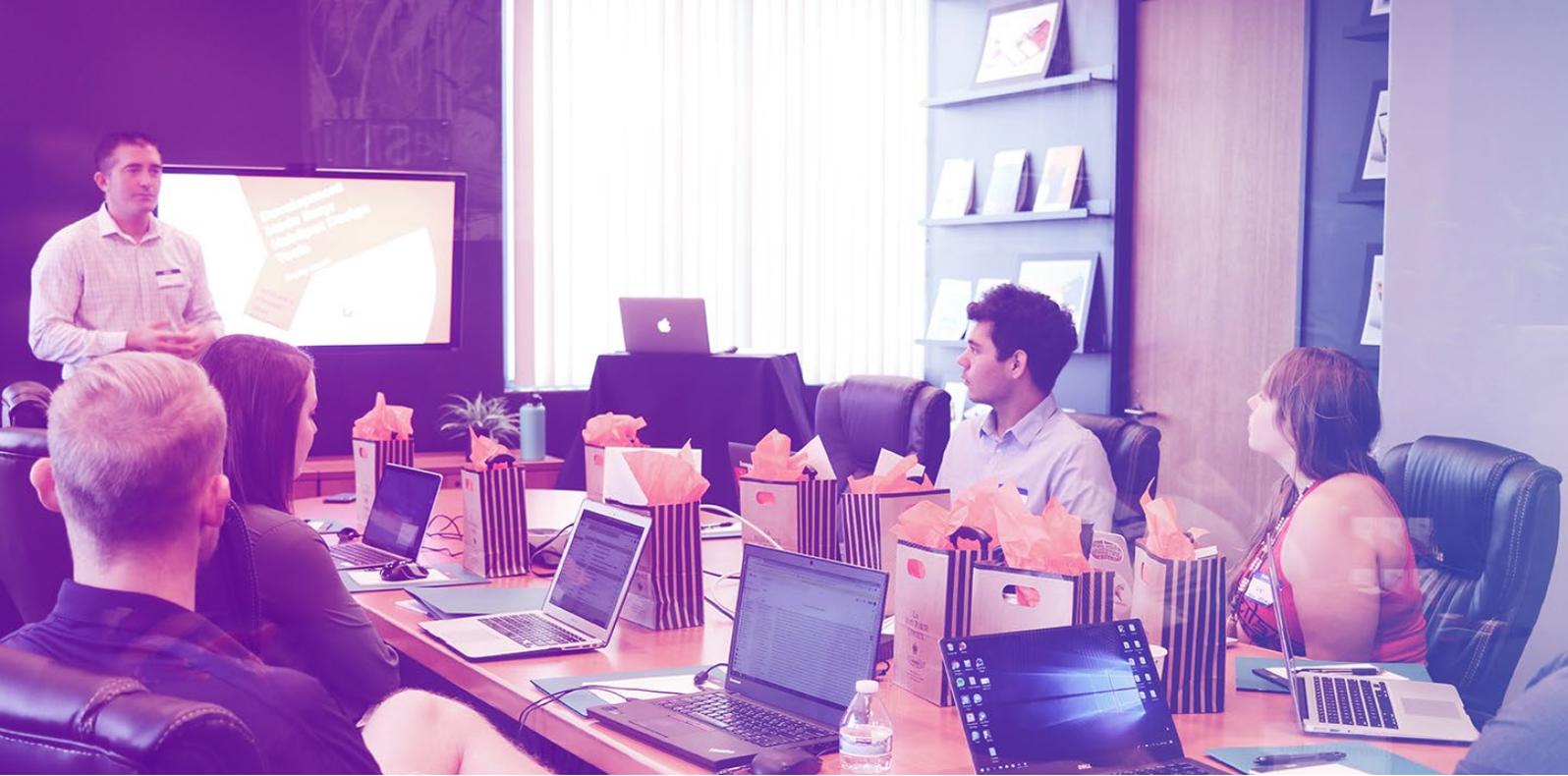


*Set & Measure:* Set measurable goals for what you want to achieve from the employee referral program. This should include long and short-term goals for the employee, the team, and the company. Use benchmarking to **measure the success** of your referral program.

## 5. Internal Recruitment

An effective sourcing strategy doesn't stop once a candidate signs the offer letter. The days of lifetime employment, when **90 percent of vacancies were filled internally** and most people began and ended their careers at the same company, are over.

But, internal recruitment is far too often a missed opportunity. This sourcing channel is becoming increasingly effective as internal mobility **increased by 20 percent** in response to the pandemic. It can be a swift, cost-effective solution to sudden hiring challenges. It's also a chance to invest in employees.



**Research** suggests **75 percent** of high-performing organizations prioritize internal mobility while only **37 percent** of low-performing companies do the same. **Three out of four high-performing talent acquisition teams leverage internal talent pools. Only 13 percent of low-performing ones do.**

Build strong mentoring, coaching, and professional development programs to develop an internal pool of high-performing future candidates, especially for managerial and leadership roles.

Deloitte's **Bersin List** identifies three internal sourcing strategies. These can improve the results of your talent acquisition strategy:

1. Develop a strong employee retention strategy: investing in employees' skills and capabilities and cultivate a culture of internal mobility.
2. Build strong relationships with internal talent: understand their goals and aspirations; implement plans and strategies to support their needs and nurture their careers.
3. Integrate internal talent into the company's decision making processes: include them in discussions around succession, career management and company culture.

According to [Bersin's research](#):

*Effective career pathing represents one of the greatest—and most underutilized—opportunities to tap the full potential of an existing workforce while also helping to increase engagement, create higher returns on growth initiatives, and improve retention rates.*

“

## 6. Events

Recruiting [events](#) have always been a great way to target candidates, especially for entry-level roles and training programs. The pandemic-induced rise of [virtual events](#) has made accessibility ‘virtually’ irrelevant—companies can now attract a wide pool of candidates regardless of their geographies and time zones. Virtual recruitment events are also cheaper to organize/attend and allow both recruiters and candidates to save time. Specialized virtual event platforms such as [Brazen](#), [eCareerFairs](#), and [LinkedIn Virtual Events](#) offer a full suite of capabilities including virtual interviewing and assessment capabilities.

Career and campus fairs are also a great way to showcase your company brand and meet qualified candidates. Well-suited to entry and mid-level hiring and for sourcing skills from a wide variety of industries, they can be a useful starting point for building a future talent pipeline.

Management-level candidates will require a more **exclusive, less obvious approach**. Try [networking events](#), [panel discussions](#), and [expert talks](#).

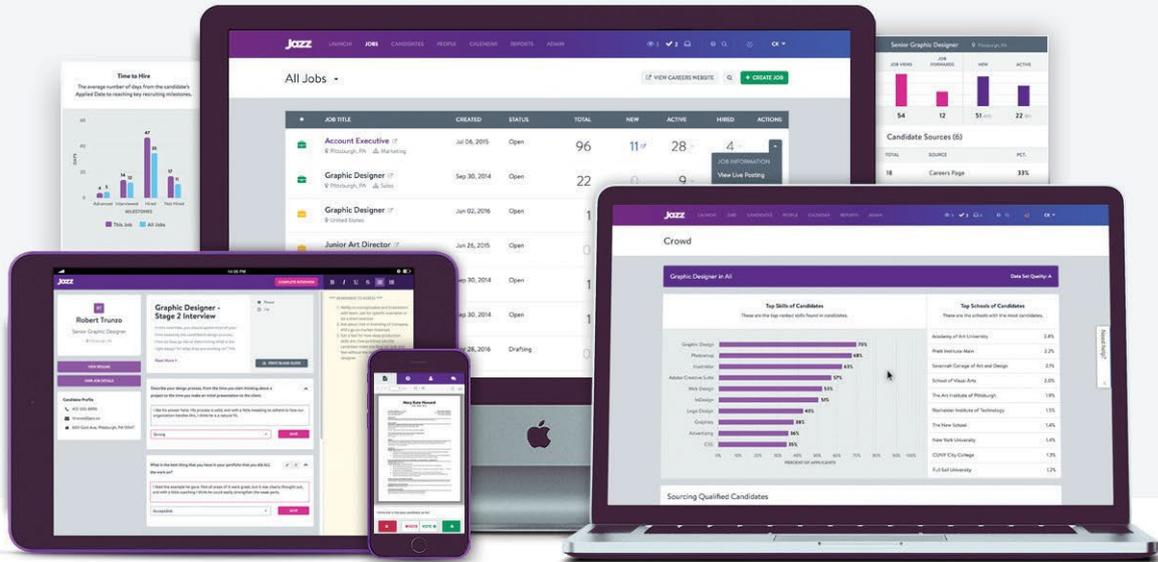


## The Search for Potential

With the right mix of channels, your candidate sourcing strategy will allow you to both attract and retain the right team members. As the global labor market continues to evolve, so too will job seeker behavior. Keep up with [the latest trends](#) to iterate on your strategy and meet candidates where they are.

And remember, attracting these candidates is only the first step. Research shows that only **16 percent** of new hires possess all the [skills they need](#) to be prepared for both their current role and the future. Once you've developed a talent pool, challenge your team to develop an effective screening strategy based on candidate skills rather than profiles. This will allow you to continue to broaden your talent pool and develop more flexible, diverse employment value propositions.





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