



The Talent Pipeline Playbook

Draft the best talent faster and more efficiently



Your next MVP may **already** be in your lineup

If you need to build a transformative workforce then you need deep and varied talent pools and there's more to consider than just a candidate's areas of interest, years of experience, job level etc. Modern pipelines are purpose-built to include traditional, timely, and tactical talent pools.

In this guide you'll learn how to dig deeper into your roster of talent to rediscover candidates who are already interested in working for you, some right inside your company.



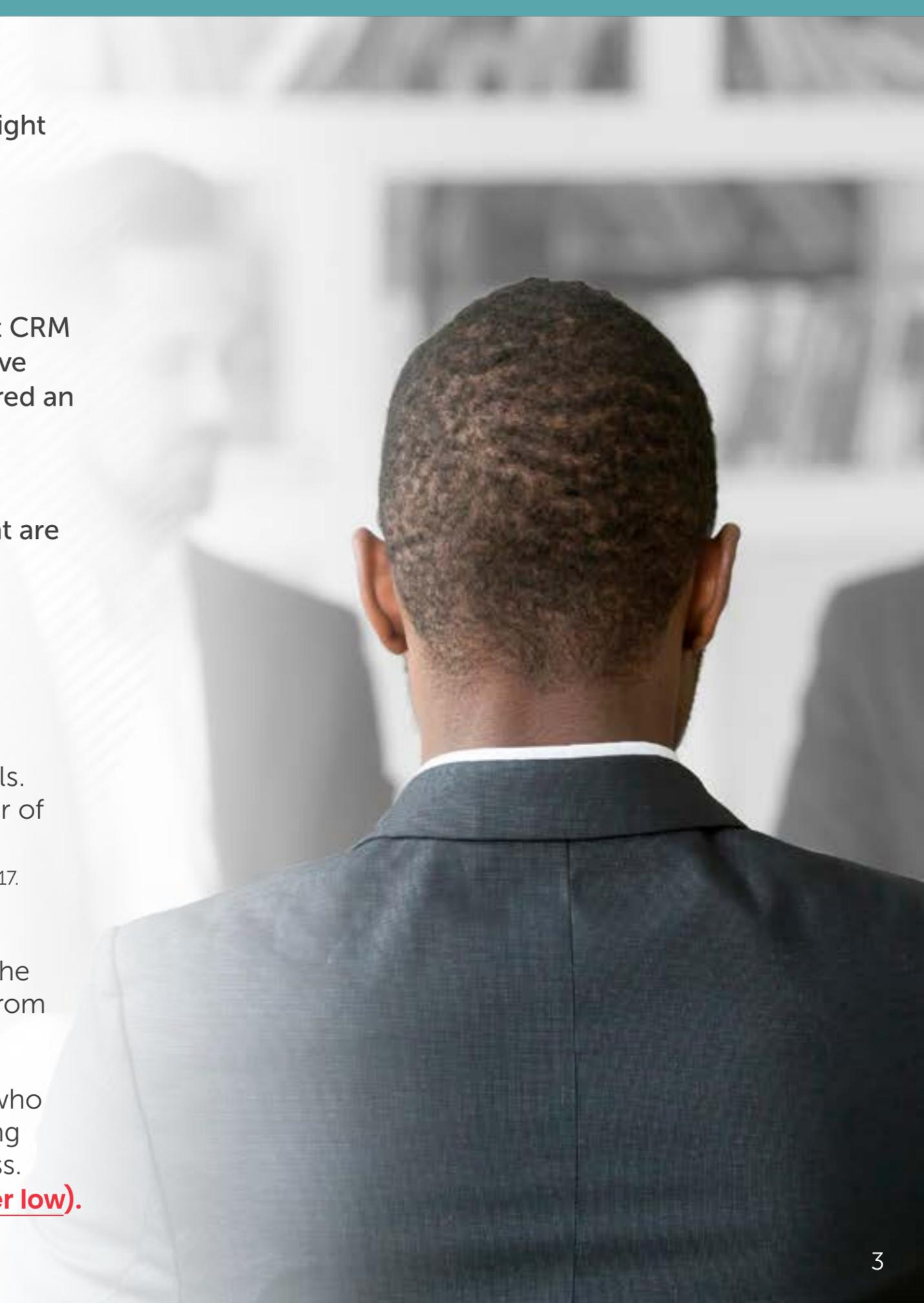
It takes sifting through countless resumes to match the right person to the right job. You don't have time for that. But what if there was a better way? What if you could organize your talent pools to segment them in various ways (like segmentation to align to your high priority roles)? That way you could know exactly where to match and rank top candidates, quickly.

Strengthen the differentiation of your talent pools by implementing a robust CRM that works with your team. That means sourcing new talent that may not have previously applied to your organization, or who may not have been considered an ideal candidate in the past due to limited availability.

As a TA/HR leader you have the opportunity (and the need) to revamp your candidate engagement strategies and truly make your tech work in ways that are more intelligent, inclusive, and productive.

Why a full roster makes a difference:

- Today the half-life of a learned skill is 5 years, even shorter for technical skills. In perspective, college degree “book learning” can be obsolete within a year of graduation – your talent pools need to be forward-looking.
“Skill, re-skill and re-skill again: How to keep up with the future of work.” World Economic Forum. July 31, 2017.
- When your industry’s technologies evolve rapidly consider sourcing from vocational, certification, badging, and apprenticeship environments for of-the-minute skills (for example, 15% of one iCIMS developer team was sourced from hacker school).
- Internal talent pools boost morale and decrease attrition from employees who feel “overlooked.” Reskilling is more efficient and cost effective than re-hiring because it leverages employees that know your customer and your business.
[\(Learn how one modern retailer, Room&Board, keeps employee turnover low\).](#)



Up on deck: How talent pools **strengthen** your hiring strategy

Instead of operating in reaction mode, recruitment marketing software allows your recruiters to be proactive and stay ahead of talent needs. Building talent pools is an effective way to ensure a constant flow of candidates are available.

[\(Learn more about recruitment marketing software\).](#)

Winning plays to bolster your lineup:

1. Assess strengths and weaknesses

What you don't know can hurt you when it comes to developing robust talent pipelines. Before building and organizing your talent pools ask yourself the following questions to guide how you source:

- What critical positions and skills are needed at my company?
- What is my average time to fill?
- What is my company's talent makeup?
- What is my company's projected growth?
- How diverse are my sources and are they providing quality candidates?
- Do you consider non-traditional hires such as vocationally skilled, remotely located or contingent workers?

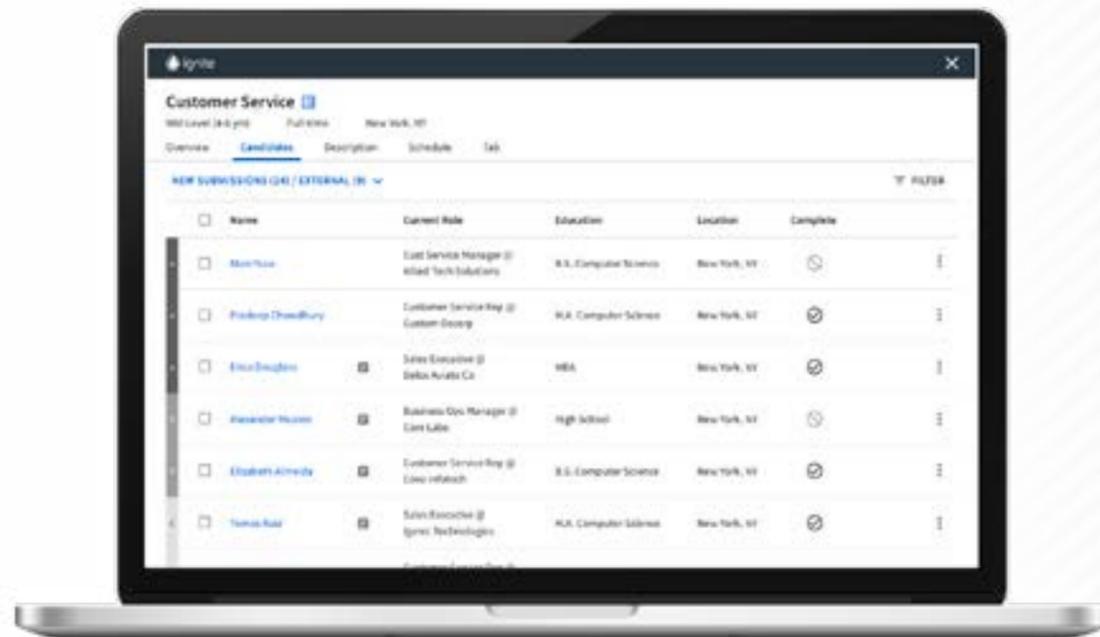


2. Build fit-for-purpose talent pools

Now you're ready to segment your talent pools based on your current and future talent needs. Strong segmented talent pools ensure your company always has a pipeline of talented and qualified candidates to select from when a job becomes available. To get the most out of talent pools, recruiters must group candidates together based on similarities and continue to communicate with these connections through personalized content.

Example tags to organize your talent pools:

- Education level
- Work experience
- Interested role or department
- Location
- Skills



The image shows a laptop screen displaying a recruitment software interface. The interface is titled 'Customer Service' and shows a table of candidates. The table has columns for Name, Current Role, Education, Location, and Complete. The candidates listed are:

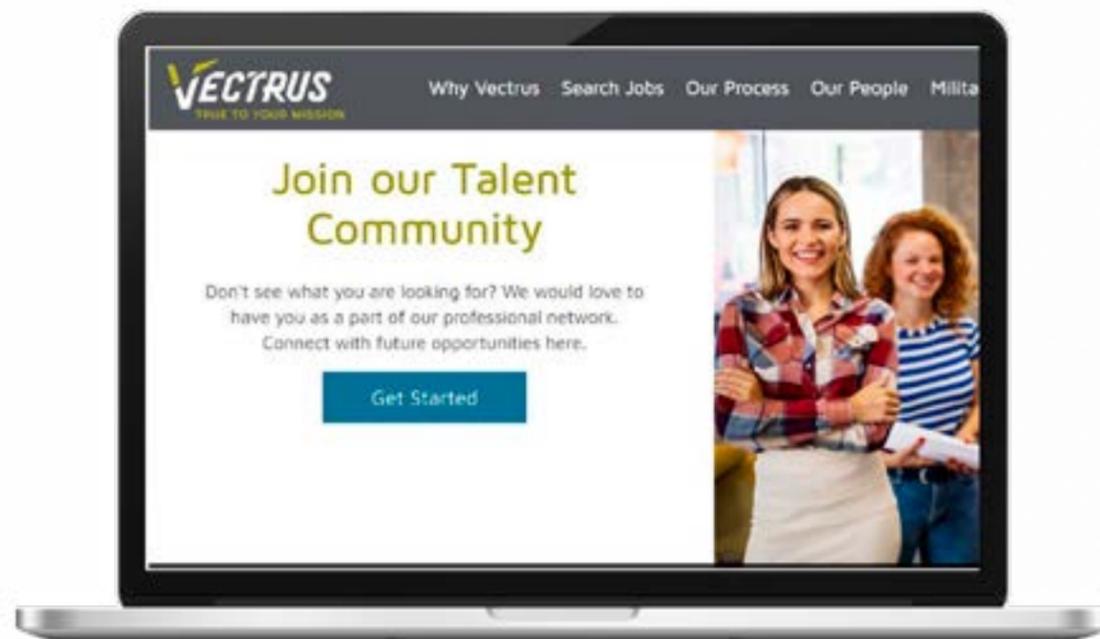
Name	Current Role	Education	Location	Complete
Mark Nino	Call Service Manager @ World Tech Solutions	B.S. Computer Science	New York, NY	🕒
Frederick D'Amico	Customer Service Rep @ Custom Storey	B.A. Computer Science	New York, NY	🕒
Eric Douglas	Sales Executive @ Delta Airline Co	MBA	New York, NY	🕒
Alexander Murray	Business Dev Manager @ Core Labs	High School	New York, NY	🕒
Elizabeth Almeida	Customer Service Rep @ Core Labs	B.S. Computer Science	New York, NY	🕒
Thomas Hall	Sales Executive @ Ignite Technologies	B.S. Computer Science	New York, NY	🕒

3. Engage with relevance

Sending automated personalized, branded communications based on your defined talent segments makes candidates more likely to think of you when they are ready to apply to a job. Make the application process even simpler by integrating text message capabilities. ([Learn more about text recruiting channels here](#)).

Examples of marketing content that connects candidates to your brand:

- Employment newsletters that include spotlighted jobs
- Automatic alerts for new job postings
- Employee spotlights including pictures or videos of top performers
- Social media links to events, press releases, and need-to-knows
- Professional development programs at your organization
- Information on new products, expansion, growth, or social/civic activity



Grow your team **organically**

To have a sufficient pool of candidates from which you can draw, you will want to drive as much talent to your inbound hiring flows as possible. One way to drive traffic to your brand is to incorporate an attention grabbing, graphical link that invites candidates to sign up to receive notifications from your company and join your talent pools. (The graphical link can be added to your career page, or if you leverage text recruiting, the link can be on posters or promos). This type of link should appear consistently across your recruitment marketing materials, career pages, corporate social media sites, and make it easier to apply via a text.



70%
OF EMPLOYERS SAY
FINDING TALENT
IS THEIR BIGGEST
CHALLENGE

Recruit talent from **around the world** with event management

The best players can be anywhere, engage on their terms

Continue to connect with candidates through virtual recruiting experiences. Our chat-based online events provide employers with a powerful and cost-effective way to reach job seekers when in-person recruiting events are not possible or practical.

Expand your team with online and offline events

Take charge of events with digital tools that let you worry less about logistics and focus more on relationship building. Manage events from start to finish with the ability to drive registration, electronically receive resumes on site, and send follow up communications.

Discover how Cedar Fair hosts and tracks hiring events in their CRM to monitor event ROI and improve strategic decisions.



CRM features that let your lineup **shine**

To get the most out of your talent pools you tap into the power of your CRM ([Learn more about CRM features and benefits](#)).

Fill open positions faster by creating an engaged pipeline of candidates

To build a quality talent pipeline, source from job seekers who have already expressed interest in your company, previous silver-medalist candidates, and applicants you've met at recruiting events or found through networking platforms.

Keep candidates informed and engaged in your talent pools until the right job becomes available with automated campaigns

Recruiters and recruitment marketers keep their talent pipeline actively engaged with personalized, branded email campaigns on their side. Many CRMs include templates that make this process easier, but recruiters should use campaign variables to keep candidates interested in your organization and informed about topics relevant to their career aspirations. Impactful campaigns include company updates, new job openings, images, links, videos, and prompt information.

You can review candidate information within the CRM, invite candidates to apply for open roles, and add candidates to talent pools for future engagement via email campaigns.



Draft the highest-quality talent with search, recommendations, and reports

Quickly prioritize your top prospects with filters for role type and skills, and searches by keyword and location help to narrow your talent pool to the top candidates, reducing time to source and hire.

The iCIMS CRM uses machine learning (ML) algorithms powered by artificial intelligence (AI) to surface your most qualified candidates instantly. AI and ML algorithms search your CRM talent pool through use of keywords as broad as a job description or as granular as education level.

That means you can now sort 100% of resumes automatically and eliminate potential subjective bias from manual initial reviews. This frees up recruiters to focus on accelerating great candidates through the hiring process.

Calculate talent spend with data

Pull data that helps you determine where to spend your recruitment marketing dollars by following your candidate flow from your CRM and into your ATS. Organizations that report on source effectiveness to reveal unique insights into how candidates discover both your organization and your open roles. This insight can help your teams calculate what types of talent pools are needed and where gaps exist. Source analytics give a transparent view of where candidates come from to aid in advertising and sourcing, helping you save money.

[Time out: Interested in learning more about recruitment marketing ROI? Check out The Definitive Guide to Recruitment Marketing ROI](#)



Eliminate red flags to recruit the **best talent**

To help you remove barriers that may be keeping talent pools shallow, we've compiled examples of each type of pool you should consider at your company.

Previously, organizations focused on a narrow array of talent pools (based on qualifications, location, etc.) but remote work and the ability to reskill/educate employees are now an opportunity to appeal to deeper pools of talent.

Candidate Pools:

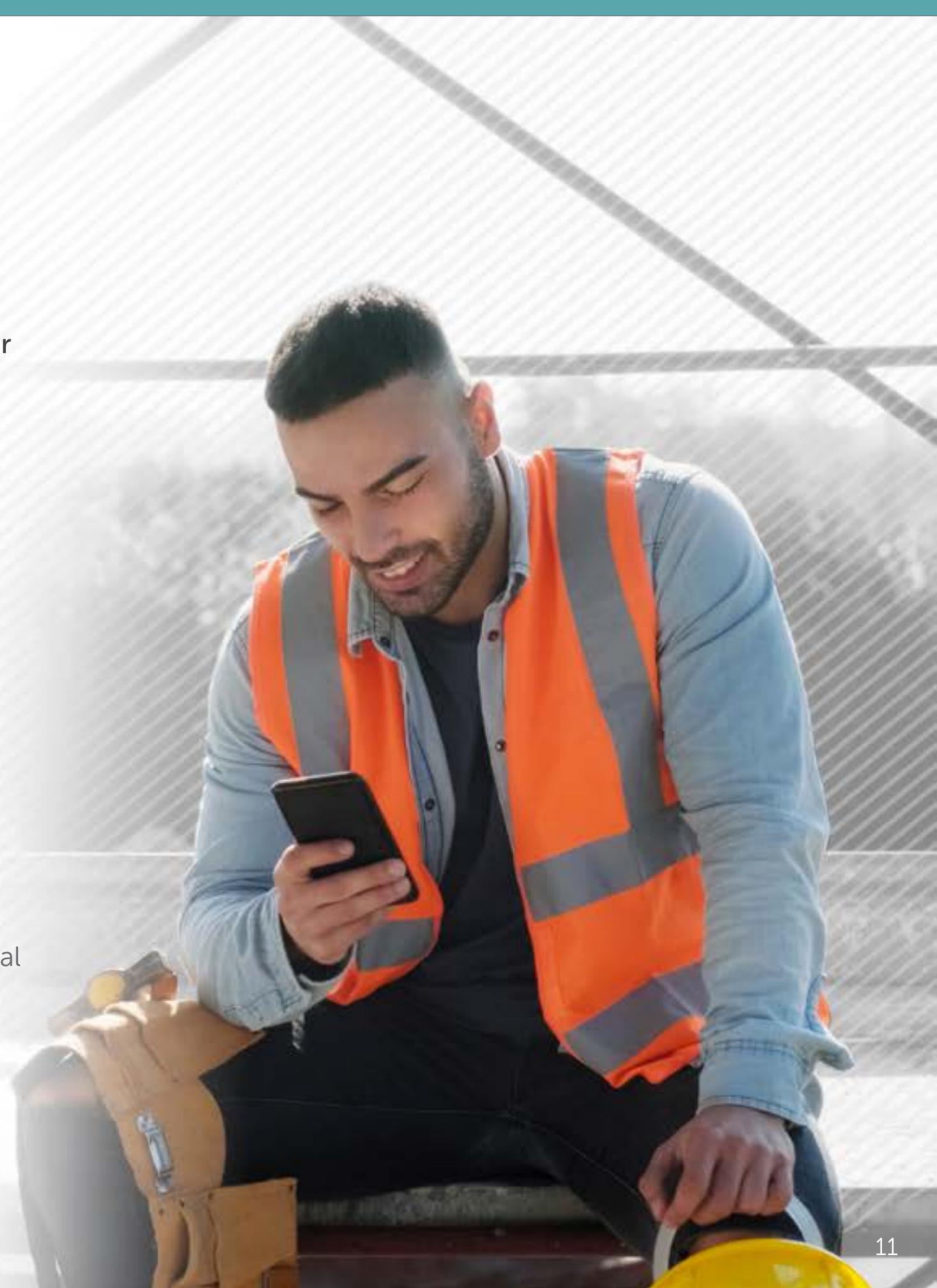
External talent pools are high-level talent pools and cover broad topics, such as department or location. Since candidates will opt into these pools themselves, the topics should be more interest-based than qualification-based, and they should encourage new candidates to connect with your organization.

- **Traditional talent pools:** Candidates typically self-select areas of professional interest and are automatically entered into an aligned talent pool. Examples include:

Position category or department: Enables candidates to express general interest in various divisions.

Location: Useful for organizations who hire across multiple locations. Locations can be specific, such as a store or office location, or more general, such as a state or region.

Position level: Used to narrow down talent pools, it cuts down on time spent reviewing under-qualified or overqualified candidates for open roles.



- **Timely talent pools:** When sudden disruptions affect your sourcing plans and current workforce, it's important to address them head on. Challenges from economic downturns, pandemics, or other unforeseen circumstances fall in this category. Examples of talent pools to address workforce volatility include:

Re-entry: Re-entry pools can be used for furloughed or laid off employees to help keep them engaged and potentially bring back to the organization when the time is right.

Reengagement: Reengaged talent pools are great for those candidates who were silver medalists for another position, accepted a job elsewhere but are not happy with the role, or for those who haven't applied in awhile and want to throw their name back in the ring.

New location: Talent pools for new locations are useful when offices must close or open in new locations that you have not previously sourced talent for.

Remote work opportunities: These are essential as work becomes location agnostic. Your goal is to find the best talent possible, and location need not be a limiting factor.

Gig workers: Talent and staff are among the most important resources that keep your business running, but you need your staffing teams to allocate the right resources when and where they are needed most. Spreading the costs and risks associated with FTE commitments across contingent staff can get more done, with less.

Seasonal workers: When your hiring spikes for seasonal rushes you need to have a pool of seasonal workers who are ready and eager to work for your brand. Reduce time and cost to fill by dedicating pools for these seasonal spikes. [\(Learn how one of the world's leading theme park operators hires 47,000 seasonal workers annually\)](#).



- **Tactical talent pools:** For new initiatives and growth opportunities—like diversity and inclusion initiatives (sex, race, orientation, etc.) but also other hiring strategies like appealing to new collar jobs (work level, experience, etc.). Examples of tactical talent pools include:

Growth opportunity pools: Shift the hiring criteria from candidates' formal education to jobs-to-be-done or teams to be built—to meet your immediate and future business needs.

Specialized pools for specific groups: Create talent pools for areas of the business lacking specific populations or areas that candidates and/or employees have expressed interest in. For example, growing women in tech.

Diversity and inclusion pools: Ensure that everyone feels welcome to join one of your organization's talent pools.

[\(Learn more about diversity in hiring in our blog with Career.Place – an unbiased candidate screening solution\).](#)

Secrets of the game:

On the clock and need to draft talent faster?
Check out assessments that eliminate bias and
consider both soft and hard skills.



Employee pools:

Internal talent pools for current employees help to address skills gaps, turnover, employee satisfaction, career pathing, and professional growth opportunities. By generating internal talent pools, you offer your employees the chance to grow their careers (and their job satisfaction) while also improving retention of your best talent. [\(Learn how one modern retailer, Room&Board, keeps employee turnover low\)](#).

Talent pools based on job function or skill set help fine-tune your pipeline and make it easier to find candidates with relevant experience for future open positions. Consider the types of roles for which your organization recruits and create pools for the different desired job titles or skills. Creating talent pools of this category cuts down on time spent reviewing candidates for open positions by pre-sorting them by the type of roles for which they may be a good fit.

- **Examples:** Project Management, Functional Training, Technical Support
- **Tip:** This category of talent pool can be combined with many other segments, such as location, department, or role level, to create pools that match your organization's recruitment strategy. Examples include Sales - Functional Training or Technical Support - Management.



Gear up with a playbook that's efficient, inclusive, and prepared for rapid change

The job market can easily change due to shifts in the economy or unforeseen emergencies. With proper tools in place to maintain an active and healthy talent pipeline regardless of what may come your way, you're meeting hiring goals and avoiding risk of slowing down the growth of your organization.

Download The Game Plan for strong tactics on how to attract winning talent, raise the bar on engagement, and unlock hidden talent to advance key players.

The Game Plan: **HOW TO BUILD A WINNING TEAM**



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