Linked in Talent Solutions

2019

ULTIMATE RECRUITING TOOLBOX

FOR RECRUITERS AND HR PROS

Recruiting checklists, forms, templates and tips to make hiring easier and faster

WELCOME

This is your secret weapon to help streamline your recruitment efforts and save time in the process. Your 2019 edition of the ultimate recruiting toolbox is filled with hiring essentials, including:

- Time-saving checklists
- Recruiting templates
- Hiring resources
- Expert tips and tricks
- Plus lots more

Whether you're a first-time recruiter or a seasoned hiring pro, this toolbox is designed to help you at every stage of the recruiting process – from pre-screen to post-hire – and ensures you stay one step ahead in 2019.

TWO WAYS TO USE THESE FORMS

1 Download and print hard copies for a meeting

2 Type directly into the forms and print updates

🏠 CONTENTS

Click on any section below to skip forward

1

Build better hiring manager relationships

IDENTIFY HIRING REQUIREMENTS

It's been said that to recruit the strongest candidates, you first need strong relationships with your hiring managers. So what's the key to such relationships? Communication and accountability. Recruiters who establish themselves as strategic partners at the beginning of the process also establish clear expectations about how both sides will be held accountable throughout the hire.

In this section, we include a simple intake form to help you and your hiring manager define needs and gaps to set you both up for success. It lists the types of questions to ask, so you can:

- Collect critical details on the position
- Establish timelines
- Create an execution strategy

Hiring manager intake form

Background

Job title	Location	Level (entry, senior, etc.)
Manager	Department	Target start date

Reason for hire (filling a gap, new role need)	Other notes or considerations

Job responsibilities / skills

Core responsibilities	Industry experience necessary?
Required skills	Nice-to-have skills

Define the top two drivers of success in the first 90 days

Sample career trajectory

Sourcing criteria

Target companies	Universities	Titles

Any internal candidates to consider?

List of top performers on the team

Personality traits necessary to be effective with the team

Hiring manager intake form

Compensation

Range	Bonus	Equity

Interview process

Interview process (ex: batch days, panel interview, align on how to brief and debrief candidates)

Must-have interviewers

Timeline

Key milestones and timing	Cadence of check-ins
Candidate satisfaction survey required?	**Target NPS** (net promoter scores, if applicable)

Working together

Level of priority (1–5)	Expected turnaround response time
Feedback expectations (quality and timeline)	Ability to use folders in LinkedIn Recruiter

Percentage of time willing to spend to help fill this role

Preferred method of delivering status updates (reoccurring meetings, emails, phone calls, texts, etc.)

Ability to access and use job referrals

Next steps

Immediate action items

2

Write great job descriptions

TIPS FOR ATTRACTING TOP TALENT

The job description is your first point of contact with potential candidates. If written well, it positions your company as a great place to work, can captivate professionals, and even urge them to apply. While writing an irresistible job description may sound daunting, it doesn't have to be.

In this section, you'll get:

- Do's and don'ts of writing a good job post
- Templates for 10 of the most popular job descriptions
- A checklist on how to boost your job post's SEO

Pitfalls to avoid in job posts

(×) Jargon doesn't give candidates a clear picture of the role. Instead, use well-known titles.

(×) A bare description like this doesn't identify what makes your company a great place to work – don't be afraid to get creative here.

(×) These goals aren't concise enough. Many great candidates will avoid positions without clear, concise goals. Prioritize into four to six bullets.

(×) Don't format responsibilities and qualifications in paragraphs. Bullets help make requirements easy to scan and digest quickly.

Data Ninja
San Francisco, CA US
Posted 2 weeks ago | 489 views

Save | Apply on company website

Job Description
The ideal candidate will use their passion for big data and analytics to provide insights to the business, covering a range of topics. They will be responsible for conducting both recurring and ad hoc analysis for business users.

Responsibilities
- Understand the day-to-day issues that our business faces
- Compile and analyze data related to business-to-business transactions
- Develop clear visualizations to convey complicated data in a straightforward fashion
- Help assess new technologies for data scientists
- Partner with researchers and product managers in the R&D organization to build scalable models
- Build tools for data scientists to use, expedite, and improve the quality of their research
- Ensure the data conforms to the quality expectations of the organization
- Prioritize, document, and organize work to meet deadlines
- Investigate non-standard requests and problems with some assistance from others

Qualifications
Ideal candidate will have a Bachelor's or Master's degree in statistics or applied mathematics, should have 3–5 years of data analysis experience, and be proficient in SQL and other database technologies.

Perks
- Rockstar coworkers
- Work-from-home days
- Tasty snacks

See less ⌃

Job post best practices

✓ Here, we made updates to improve the previous job post. First, the title. This ensures the role is clear.

✓ The description introduces the company in a way that reflects a unique company culture.

✓ Revisited job responsibilities to highlight only the most important.

✓ Bullets help convey qualifications and experience in a concise, scannable way.

✓ This added section strikes a balance between promoting business objectives and perks.

Flexis

Data Analyst

San Francisco, CA US

Posted 2 weeks ago | 489 views

Save   **Apply on company website**

Job Description

Our Data and Analytics team focuses on creating competitive advantage for Flexis and our customers through novel data infrastructure, metrics, insights, and data services. We're a small but rapidly growing data science and engineering team that builds and leverages state-of-the-art analytics systems.

Ideal candidates will use their passion for big data and analytics to provide insights to the business, covering a range of topics. They will be responsible for conducting both recurring and ad hoc analysis for business users.

Responsibilities

- Compile and analyze data related to business transactions
- Develop clear visualizations to convey complicated data in a straightforward fashion
- Transform data from one source or format to another, importing it into our product
- Gain an understanding of our product, our customers' data, and the industry to inform data adjustments and quality

Qualifications

- Bachelor's or Master's degree in statistics or applied mathematics or equivalent experience
- 3–5 years data analysis experience
- Proficient in SQL and database technologies

Perks

- Supportive and creative work environment
- Fully paid health and dental
- 15 paid days off
- 401(k) plan
- Snacks (of course)

See less ⌃

Use non-biased language to drive diversity

Job listings with gender-neutral wording get 42% more responses. However, nearly 70% of job ads contain gender-biased wording, according to a [study by ZipRecruiter](#). Here's a list of words to use in your job posts to help attract a more diverse pool of candidates.

Avoid male-bias words

- Strong
- Competitive
- Assertive
- Ninja
- Decisive
- Leader
- Self-reliant
- Chairman

Instead, choose words like

- Exceptional
- Motivated
- Go-getter
- Chairperson

Avoid female-bias words

- Concerned
- Nurturing
- Polite
- Sensitive
- Honest
- Loyal
- Empathetic
- Dependable

Instead, choose words like

- Professional
- Courteous
- Customer-oriented
- Responsible
- Quality

10 job templates that work

Now that you know the best practices for job posts, let's start crafting your own. We've created samples based on the top LinkedIn job posts across the globe. Each template reflects the most commonly used descriptions, skills, and qualifications for the role.

Click on the job titles below to view each template.

The 10 most-posted jobs

- Software engineer
- Project manager
- Account manager
- Executive assistant
- Business development manager
- Sales manager
- Business analyst
- Account executive
- Product manager
- Marketing manager

10 job templates that work

Software engineer*

Job Description

As a software engineer, you will specialize in building performant frameworks that power the most popular products in the world. We are looking for someone that has a strong passion for developing infrastructures, and has experience with APIs, processing, and graphics.

The ideal candidate for this position will be a reliable and adept programmer who is eager to break down large technical problems and solve them systematically.

Responsibilities
- Analyze business needs and implementation approaches and deliver high-quality applications
- Work collaboratively with team members to complete projects on time
- Deliver successfully on all aspects of the product lifecycle

Qualifications
- Bachelor's degree in Computer Science or Engineering or equivalent experience
- 1 – 3 years of professional Software development experience
- Ability to write clean, functional code in Java, C/C++, or Python

*This description reflects job title variations, including software engineer, senior software engineer, and software developer.

Project manager

Job Description

As a project manager, you will lead the launch of new projects by leveraging account management, production, and organizational expertise. You'll work hand in hand with producers, marketing, communications, legal, procurement, and external vendors.

The ideal candidate will be responsible for planning, coordinating, and implementing projects within budget, timeline, and scope. This candidate will also monitor and present project updates to relevant stakeholders, clients, or project team members.

Responsibilities
- Set project timelines
- Monitor project deliverables
- Update relevant stakeholders or team members on the project's progress
- Delegate tasks to project team members and mentor junior project managers

Qualifications
- Bachelor's degree or equivalent experience
- Strong business acumen in project planning and management
- Strong verbal, written, and organizational skills

10 job templates that work

Account manager

Job Description
We're looking for an account manager to join our team to grow new product sales by enabling customer success and identifying upsell opportunities for our key accounts.

The ideal candidate will be able to appropriately identify the needs of both new and current customers in order to aid customers in their success using our product. This will be done by developing an appropriate level of communication with clients and internal team members to better understand and mitigate any issues the customer may face.

Responsibilities
- Work cross functionally within the company to communicate with all stakeholders to ensure customers' successes
- Create and maintain relationships with customers to better understand and achieve their needs
- Make visits to our customers to identify opportunities for growth within our platform
- Manage all reporting about the health of customers' accounts

Qualifications
- Previous account management experience
- Articulate and well accustomed to a client-facing role
- Willingness and ability to travel

Executive assistant

Job Description
We're searching for an executive assistant to provide administrative support to our senior-level executives. You will be responsible for professionally interacting with management within and outside of the company, comfortably communicating with customers, vendors, and visitors, and flawlessly handling confidential and critical details. In this role, it will be crucial for you to anticipate the needs of the executive team and work flexibly to accommodate schedules.

The ideal candidate will have experience supporting high-level executives. They should be well organized and be comfortable scheduling meetings and responding to emails on the executive's behalf. Lastly, this individual should be able to draft documents and help the executives with any necessary meeting preparations.

Responsibilities
- Managing calendars
- Aid executive in preparing for meetings
- Responding to emails and document requests on behalf of executives
- Draft slides, meeting notes, and documents for executives

Qualifications
- Bachelor's degree or equivalent experience
- Proficient in Microsoft Office Suite
- Experience in managing multiple priorities, administrative coordination, and logistics
- Well-organized, detail-oriented, and able to multitask with great follow-up skills
- Strong written and verbal communication skills

10 job templates that work

Business development manager

Job Description

We're looking for someone who networks, makes connections, builds relationships, and pursues opportunities. You will lead our efforts to generate revenue with new clients by executing a disciplined new business development protocol. You will research industry segments and company profiles, follow up on trade journal leads and opportunities, and coordinate with brand marketing for the pursuit of other targets.

The ideal candidate will be focused, have strong communication skills, and have the ability to think strategically.

Responsibilities
- Identify new business opportunities
- Develop new relationships in an effort to grow business and help the company expand
- Maintain existing business
- Think critically when planning to assure project success

Qualifications
- Bachelor's degree or equivalent experience
- 3 – 4 years' prior industry-related business development experience
- Strong communication and interpersonal skills
- Proven knowledge and execution of successful development strategies
- Focused and goal-oriented

Sales manager[*]

Job Description

We're looking for an experienced and well-rounded sales manager to lead our regional sales team. You will lead a high-performing, well-established team of seasoned sales professionals who are already in seat and exceeding quota.

The ideal candidate is a motivated, well-organized individual who has a deep understanding of prospecting and developing strong relationships with customers. They will provide complete and appropriate solutions for every customer in order to boost top-line revenue growth.

Responsibilities
- Develop and execute strategies to drive business in new and existing markets
- Perform cost-benefit analysis
- Establish and maintain positive business and customer relationships
- Mentor employees to help them achieve individual and team objectives

Qualifications
- Bachelor's degree or equivalent experience
- Sales experience
- Strong time-management skills
- Highly motivated and target driven
- Excellent written and verbal communication skills
- Strong organizational skills
- Proficiency in Microsoft Office and Salesforce
- Ability to harness financial data to inform decisions

[*] This description reflects job title variations, including sales manager and sales rep.

10 job templates that work

Business analyst

Job Description

We're searching for a talented and passionate business analyst to join our Global Operations Team, which is responsible for building and supporting scalable reporting systems that enable seamless experiences for our members and customers around the world.

The ideal candidate is a team player who will be responsible for working with company data in various business areas. Specific responsibilities include reporting metrics, analyzing methodologies, suggesting operation improvements, and building proposal evaluations in a cross-functional environment.

Responsibilities
- Track and report data
- Build cross-functional partnerships, internally and externally
- Manage budgets
- Maintain a competitive market knowledge

Qualifications
- Bachelor's degree or equivalent experience
- Fluency in Microsoft Office Suite (Outlook, Excel, Word, PowerPoint, etc.)
- Strong written, verbal, and collaboration skills

Account executive

Job Description

Our team is looking for a talented, motivated, and high-performing account executive to join our team. Account executives are responsible for prospecting for new business, upselling, and cross-selling within our extensive install base, as well as delivering results against a quota.

The ideal candidate will possess strong sales, interpersonal, and organizational skills. They should be comfortable with multitasking and be able to budget their resources in order to meet the assigned quotas for their role.

Responsibilities
- Build and maintain client relationships
- Track and record metrics throughout sales process
- Meet and exceed financial goals
- Understand and keep up to date with industry and competitive landscape knowledge

Qualifications
- Bachelor's degree and 2 – 3 years of business experience
- Strong written and verbal communication skills
- Strong organizational skills
- Proficiency in Microsoft Office Suite and Salesforce
- Ability to harness financial data to inform decisions

10 job templates that work

TEMPLATE 9
Product manager

Job Description

Our product management team is responsible for defining and building the company's next-generation tools and products that will generate $20M in 2019. Our product managers lead the company in building our core product vision and feature set.

The ideal candidate is an analytical, customer-focused team player who will own the entire product lifecycle from strategy to launch. This candidate will also work cross-functionally to complete product roadmaps and discover new opportunities.

Responsibilities
- Create business models and analyze competitive landscape
- Bring 1 – 2 new products to market on time and within budget
- Conduct extensive customer engagement and validation

Qualifications
- Strong written, verbal, and collaboration skills
- Bachelor's degree or 3+ years of experience in product management, engineering, or consulting

TEMPLATE 10
Marketing manager

Job Description

We're looking for a marketing manager to play a key role in the growth of our customer marketing programs. This marketing manager will focus on leading and facilitating the future of customer marketing by utilizing marketing automation, CRM, and other enterprise software solutions.

The ideal candidate will be responsible for creating and executing our marketing campaigns, evaluating our marketing performance metrics, and collaborating with internal teams. This candidate will have a strong marketing background with excellent communication and collaboration skills.

Responsibilities
- Define and execute the marketing and communication activities according to our marketing plan
- Coordinate all marketing activities to generate leads
- Collaborate with other teams to promote offerings
- Track performance of all marketing campaigns

Qualifications
- Bachelor's degree or equivalent experience
- 3+ years' experience in marketing
- Ability to multitask
- Strong verbal, written, and organizational skills

Checklist: optimize your job post for search

The more people you can reach, the better talent pool you'll be able to pick from with a better chance of landing a great person. So how do you get more people to see your job post?

Make Google (and countless other search engines, including job search engines) your friend by making sure your postings are as search-engine optimized (SEO) as possible. Here are eight super easy tips on how to do that.

☑ 1. **Avoid gimmicky titles**
People don't search for *legal ninja* or *digital overlord*

☑ 2. **Put title and location front and center**
Include this detail in the URL, the post title, and again in the first few sentences

☑ 3. **Brainstorm other terms that people might use**
For example, if you're hiring a "marketing associate" that will focus on social media, optimize for those terms as well

☑ 4. **Don't overdo the keywords**
It can come off gimmicky

☑ 5. **Share, share, share**
The more a post is shared, the more weight search engines give it

☑ 6. **Add links to top sites**
Link to your company homepage and other product pages to boost SEO credibility – and deliver a better user experience

☑ 7. **Make your site responsive**
People often search for jobs in their spare time and when they're on the go – which means mobile optimization is key. Plus, responsive sites rank better on mobile.

☑ 8. **Focus on quality**
The best posts deliver informative, helpful, clearly written content, which are rewarded by search engines

3

Find the best talent

Finding top talent relies on a combination of data, science, and sourcing channels. But some sources are more effective than others for bringing in the highest-quality candidates. A 2017 Bersin by Deloitte study analyzed 11 common sourcing channels and asked survey respondents to choose their top three channels for high-quality hires. In this section, we'll help you optimize your talent search using the top three recruiting sources:

- Employee referrals (51%)
- Professional networking sites (42%)
- Internal candidates (40%)

Employee referrals have long been touted as an effective sourcing channel. They also deliver excellent cost efficiencies, accounting for only 7% of sourcing spend and 12% of hires. Let's dig in.

Tips for sourcing quality hires

Use these three channels to bring in the best candidates.

1

Employee referral programs

Your employees are universally considered the best source for bringing in quality hires. Referred employees tend to stay at their jobs longer, which reduces the time and resources you'll need to put into future recruiting. The easier you make it for employees to recommend talent, the more you can rely on this source for great hires.

When to use:

When you need to hire an employee fast or if you're looking for a strong culture fit.

2

Professional networks

Professional networks like LinkedIn rank as the second most effective recruiting channel for quality hires. LinkedIn can put you in touch with more than 530 million job seekers worldwide. Many talent professionals use LinkedIn Job Posts (advertising single vacancies) or Job Slots (advertising multiple job openings throughout the year) to reach a broad, yet highly targeted pool of candidates. Additionally, with LinkedIn Recruiter, you'll have unlimited profile views and database access. Save time with talent-specific filters and use our spotlight features to find candidates that are most likely to reply to your outreach.

When to use:

When you're interested in finding someone with a certain expertise or experience, or when you need to fill a hard-to-source role.

Tips for sourcing quality hires

Internal hires

Employee retention is a top priority, and promoting from within can help you keep your best talent for longer. Be sure to spotlight open positions during all-hands meetings and online communications, or do a search using LinkedIn Recruiter. Simply type in your company's name in the "company" field, select "current" under employment status, and then select the essential skills. And voilà! A list of team members with the right skill sets.

When to use:

When you need to fill a mid-level or upper role fast, or when you want to ensure a strong culture fit.

3

4

Review profiles and resumes

IDENTIFY HIGH AND LOW PERFORMERS

Now that you've created job descriptions and promoted your open roles on multiple channels, it's time to review your list of candidates. You're going to want to narrow in on your top candidates as fast as you can, filtering out profiles that don't match what you're seeking.

We've compiled strategies to help you better identify top candidates from day one, plus tips for reviewing resumes to find candidates you'll want to engage with. In this section, you'll learn:

- What to look for when reviewing resumes and LinkedIn profiles
- Tips for identifying high-performing candidates
- How to spot candidates with potential red flags

Checklist: what to look for

Resumes and LinkedIn profiles can reveal a candidate's experience and culture fit, but you'll also want to look for high-performance indicators.

Overarching themes

☑ **Loyalty**
Pay attention to how long a candidate has stayed in past jobs. What are the circumstances or industry norms? It's important not to discount a candidate for job-hopping, but it's also important to inquire about these moves during the screening phase.

☑ **Culture fit**
Compare the company size and culture of a candidate's previous companies with your own to see if there's overlap.

☑ **Flexibility**
Look for details that show a candidate's willingness to take on diverse or increasing responsibilities.

☑ **Growth mind-set**
Is there evidence that points to a career plateau? Or have they been steadily rising in the ranks? Deciding what mind-set best suits the open role can help narrow your focus.

High-performer indicators

☑ **A complete profile**
A candidate who's taken time to complete their LinkedIn profile may be more detail-oriented and a serious job seeker.

☑ **Results and data driven**
Inclusion of numbers in profile descriptions (ex: growth percentages, direct bookings, etc.) can point to a more analytical and results-driven candidate.

☑ **Group and community involvement**
Profiles that show membership to LinkedIn Groups or volunteer organizations allude to greater connection to certain industries and their communities.

☑ **Recommendations**
Testimonials can give you a clue about a candidate's performance and personality. Look for recommendations from former employers or industry peers.

Checklist: what to look for

Spotting potential red flags earlier in the process can save valuable time. Use this checklist when reviewing resumes and LinkedIn profiles.

Candidate red flags

☑ **Discrepancies**
Do you notice inconsistencies in a person's resume, LinkedIn profile, or previous application? Most serious job seekers do their due diligence to put their best self forward across all digital touchpoints. If that's not the case, it can suggest a lack of professional awareness.

☑ **Short job tenure**
An average employee stays in a position for 4.2 years, according to the Bureau of Labor Statistics. Frequent job hopping could indicate poor relationships and quick burn out.

☑ **Vague language**
Ambiguous wording, such as "familiar with" or "participated in," could imply the candidate didn't actually work on the project; they simply assisted in some way.

☑ **Mistakes and typos**
Profiles that have typos, grammatical errors, and poor formatting demonstrate a lack of attention to detail.

☑ **Dishonesty**
Make sure you run background checks and call references. In fact, 85% of employers have caught a lie on a resume, according to HireRight's 2017 report.

Common lies seen on resumes include: Source

40%
of candidates inflate their salary

30%
of candidates inflate job titles

30%
of candidates alter employment dates

5

Start effective outreach

When you find a candidate who looks like a potential fit, it's time to reach out. Fortunately, 90% of professionals on LinkedIn are open to new job opportunities.

The best method to use for outreach is an InMail message. These messages can be sent directly on the LinkedIn platform to first-degree connections or, if you have Recruiter, to any LinkedIn member. The response rate for these messages is three times higher than a regular email. Let's get started.

In this section, get tips on:

- InMail best practices
- How to get higher response rates

Checklist: InMail best practices

More and more recruiters are choosing InMail messages as a primary source of outreach. Here's how to optimize this messaging platform:

☑ **Time it right**
Send your InMail between 9:00 am and 10:00 am, which our data shows as the time for the highest response rates.

☑ **Stick to weekdays**
InMail messages sent on the weekend are 16% less likely to get a response, according to our data.

☑ **Customize each InMail**
Connect with recipients by referencing commonalities rather than blasting dozens of candidates with a generic message.

☑ **Craft smart subject lines**
Just like an email, a good InMail subject line improves your chances that a message will be opened. The best subject lines should be intriguing and call out commonalities where appropriate, such as "[Shared connection] suggested I reach out" or "Hello from a fellow [college] grad." Avoid boring subject lines or those that give the person a reason to delete it, such as "You're probably happy at [current company], but" or "Career opportunity at [your company name]."

☑ **Make the role feel aspirational**
The top reason employees leave their current positions is for career advancement opportunities, our research shows. So your InMail should not only describe the open position, it should also share where the position could lead.

☑ **Reflect your company brand**
The first thing an interested candidate will do is check out your LinkedIn page. So before you click "send" on that InMail, make sure your Company Page is engaging. Search the internet to see what employees are saying about your company and what it's like to work there, and reflect those values on your Company Page.

Attract top talent with every message

Now let's look at some of these best practices in action. Before hitting "send" on your InMail, try these tips:

Christine Witt
Director of Talent Acquisition

···

✓ Start with an inviting subject line

✓ Use a personal approach

✓ Be sure to include what's in it for them

✓ Praise the candidate's skills and experiences

✓ End with a clear call to action

Are you ready to try something new?

Hi Kim,

Your former colleague at Flexis pointed me to your profile, and thought we should connect. By way of introduction, I am senior executive recruiter in the technology practice at KTR Partners.

We recently launched a search for an Industrial Design Manager for one of our large clients' Design Production Group. This individual will lead a globally distributed team of senior design leaders to define the vision and design strategy for mobile, PC, hybrid, and enterprise devices.

As the leader of the Industrial Design team, this individual will play a key role in the evolution of the company. Based on your background, I thought this role could be an interesting fit for you or, if not, for someone you might highly recommend. Either way, it would be great to connect because I lead many senior design searches for our firm each year.

Would it be possible to find a few minutes for a call? Thanks in advance.

Stacy Takeuchi

Make it short, sweet, and mobile-ready ✓

Tips to boost InMail response rates

The good news is, we've seen an 80% increase in two-way conversations via InMail in 2017, so it's already an effective tool for outreach. Here are some additional tactics that can help you boost response rates even further:

☑ Reference a former common employer to increase response rate by 27%

☑ Reach out to prospects in the same LinkedIn Group to boost response rate by 21%

☑ Message candidates who follow your company on LinkedIn; they're 95% more likely to accept your InMail and 81% more likely to respond

☑ Target prospects connected to someone at your company; they're 46% more likely to accept an InMail

☑ Leverage Spotlights, a search feature found in LinkedIn Recruiter, to increase response rates by 64%

☑ Send a message to a past applicant since they are 4x more likely to respond to an InMail

☑ Screen for candidates who've signaled they're open to new opportunities; they're 2x more likely to respond

6

Build your talent brand on social

SHOWCASE YOUR CULTURE

Ask anyone to list out the top companies they'd like to work for. Chances are they'll name organizations with strong talent brands. Companies like Facebook, Zappos, and Google all employ extensive social media campaigns to showcase their culture and perks. Which of course strongly influences their recruiting process.

In fact, 55% of global business leaders proactively engage in talent branding strategies according to LinkedIn's Ultimate List of Employer Brand Statistics. Tapping into social networks can be a powerful tool to reach qualified candidates and nurture talent pools until you're ready to hire.

In this section, you'll get:

• 8 tips to build your brand on social media platforms
• Best-in-class examples of Career Pages
• Inspirational talent video examples

8 tips to create a strong talent brand

Here are a few guidelines to help promote (and protect) your talent brand on social media:

1. **Make your culture shine**
   It's never just about the jobs. Focus on your people – their stories and emotions.

2. **Target your messages**
   The more relevant your message is to a particular audience, the greater its impact will be.

3. **Stay energetic**
   Connect with and follow other companies you admire and use their feeds for inspiration.

4. **Look in the mirror**
   Make sure that what you do (and don't do) is what you'd like employees to emulate.

5. **Be visual**
   Bold and colorful images, graphics, charts, and videos can bring your brand to life.

6. **Inform your leadership**
   Use data to gain support, ease concerns, and help explain your choice of platforms.

7. **Don't bite off more than you can chew**
   Show that your efforts are scalable and sustainable on one platform before incorporating another.

8. **Ask employees to spread the word**
   With clear guidance and lots of encouragement, your people present an invaluable way to bring in new talent.

Best-in-class LinkedIn Career Pages

According to a [LinkedIn survey](#), companies with strong employer brands see a **cost per hire that's 2x lower** and a **28% lower turnover rate**. Here are two examples of LinkedIn Career Pages with well-executed branding.


Tech is a challenging category to compete in for great talent. Xactly grabs candidates' attention straight away with a bold "5X" headline, highlighting their multiple "best place to work" awards.

The company uses video featuring employees to bring its award-winning culture to life in a way text just can't do.

The mobile industry is hyper-competitive, whether it's the race for new customers or new talent. T-Mobile uses their Career Page to stand out from their peers as the "un-carrier."

Making great use of their brand colors, T-Mobile grabs attention while featuring a real employee front and center. Integration of their hashtag (#bemagenta) encourages candidates to engage with the company on social media and extends the reach of their recruiting message.
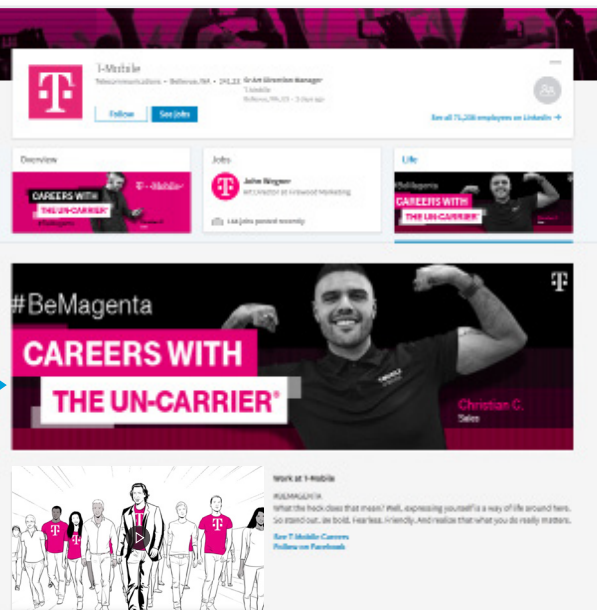
Best-in-class talent recruitment videos

An effective recruitment video should focus on the employee experience at your company, and when done well, it will act as a sales tool for both your employer brand and corporate culture. Here are two inspirational examples.

Zendesk

Zendesk does a great job of blending humor with information in this branding video. It shares its unique culture in a positive light, with a peek into the office kitchen and group shots of every department.

Built for recruitment, the video gives candidates a glimpse into a day in the life at Zendesk.

bp

BP created an animated video to help candidates prepare for their interviews by coaching them on each step of the application process.

This friendly video helps remove some of the fear of interviewing, and it uses animation and motion graphics to make the useful information very delightful to consume.

7

Hold a phone screening

ASSESS INITIAL FIT

Once you've narrowed in on a candidate who seems like a good fit, the initial phone screening is an opportunity to get a feel for the candidate's personality, communication skills, and experience. Ask the right questions during your initial call and you'll quickly determine whether an on-site interview is worth your time.

To help with your phone screening, this section provides:

- A checklist of questions organized by topic
- A screening evaluation form

Checklist: initial screening questions

Background and experience

- ☑ Why do you want to leave your current job?
- ☑ What are your current responsibilities?
- ☑ How is success defined in your current role?
- ☑ Share your biggest accomplishment.
- ☑ Describe a time when you went above and beyond at work.
- ☑ Tell me about a time when you've been the most satisfied, energized, and productive at work. What were you doing?
- ☑ How would your manager describe you? How would your best friend describe you?

Company knowledge

- ☑ Why do you think you'd be a good fit for this role?
- ☑ Why do you want to work at this company over any others?

Collaboration

- ☑ Share an example of when you've had to work with someone difficult. How did you handle the situation?
- ☑ Tell me about a favorite experience working with a team and your contribution to it.
- ☑ Have you ever experienced a time when you were communicating with someone who didn't understand you. What did you do?

Cultural fit

- ☑ Can you share a story about anything that speaks to your values as a person?
- ☑ What's one thing you like about your manager? One thing you would change?
- ☑ What are the three most important things to you in a job?
- ☑ What are the most interesting things about you that are not found on your resume?

Initial evaluation form

Position:	Candidate name:
Interview date:	Interviewer name:

Work experience and responsibilities

Rate on a scale of 1 (poor) – 5 (excellent)

Possesses core skills needed for the role	1	2	3	4	5
Demonstrates clear communication skills	1	2	3	4	5
Demonstrates problem-solving skills and creativity	1	2	3	4	5

Company knowledge

Displays strong knowledge and enthusiasm for the company and the role	1	2	3	4	5

Collaboration

Exhibits high levels of collaboration and excels in a team dynamic	1	2	3	4	5

Cultural fit

Work style, preferences, and personality are a good team fit	1	2	3	4	5

TOTAL _____

Open-ended questions

Areas of strength:

Opportunities to improve:

Compensation requirements:	Work authorization:	Available start date:

Other notes:

Listen for these 3 speech patterns

Studies show that you can evaluate the potential performance of candidates based on their speech. Here's what to listen for:

Pronouns

☑ **What to listen for:**

Listen for "I" and "me" – which are good – and make a note if they're talking about "you," "he," "she," or "they" (because it could mean they didn't do the work).

Research shows:

Low performers use about **400% more second-person pronouns** (ex: you, your) and about **90% more third-person pronouns** (ex: he, she, they) than high performers.

Tense

☑ **What to listen for:**

Listen for stories of workplace experience told in the past tense because it probably actually happened.

Research shows:

Low performers use the present tense **120% more** and the future tense **70% more**.

Voice

☑ **What to listen for:**

Listen for candidates who use the active voice – "I'm excited to take on a challenging role." It can be a sign of a more confident, capable candidate versus someone who speaks in the passive voice – "A challenging role is exciting to me."

Research shows:

Low performers tend to use the passive voice **40%–50% more** than high performers.

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Prepare for the interview

Did you know that 83% of candidates we surveyed say that a negative interview experience would make them not want to take the job? Fortunately, there are steps you can take, particularly if you're interviewing a candidate you're eager to hire. Use this section to help ensure a positive experience for both candidates and interviewers.

In this section, you'll find:

- A preparation checklist for recruiters
- An interviewer's preparation form
- A candidate evaluation form

Checklist: recruiter interview prep

Use this to get everyone ready for an on-site interview, including team members and candidates.

Pre-interview email

- ☑ Thank candidate for coming in on (reconfirm date and time)
- ☑ Confirm position title
- ☑ Attach job description
- ☑ Provide interview location (include map and parking details)
- ☑ Supply name of person to contact upon candidate's arrival
- ☑ Include instructions on accessing the building/floor (if needed)
- ☑ Provide links to interviewers' LinkedIn profiles and titles
- ☑ Describe attire (formal interview, business casual, casual)
- ☑ Request additional materials (copies of resumes, references, writing assignment, work samples, etc.)

On-site interview

- ☑ Welcome card in conference room
- ☑ Interview snack kit (includes water, snacks)
- ☑ Printed interview agenda with scheduling
- ☑ Any promotional materials (pens, notepad, T-shirt, etc.)

On-site interview prep form

Candidate information

Candidate name:	**LinkedIn profile:**
Position candidate is interviewing for:	**Interview round:**
Hiring manager:	

Interview details

Interview process (Include timeline and list of other interviewers)

Interview location (your office is large, include a map)

Contact info

Recruiter contact info:	**Recruiting coordinator contact info:**

Attachments

☑ Candidate resume   ☑ Candidate headshot   ☑ Other:

☑ Work examples   ☑ Job description

Candidate interview evaluation form

Date:	Interviewer(s):	Recommendation:
Name of applicant:	Position interviewed for:	H=Hire HC=Hold for Consideration NH=Do Not Hire BQ=Better Qualified for Another Position

Application selection criteria matrix

Suggested scoring system:

5 – Excellent (significantly exceeds criteria)

4 – Above Average (exceeds criteria)

3 – Average (meets criteria)

2 – Below Average (generally does not meet criteria)

1 – Unacceptable (significantly below criteria)

	Score (1 – 5)	Notes/Comments
Decision making/judgement:		
Functional and technical:		
Communication skills:		
Meets educational requirements:		
Cultural fit:		
Initiative:		
Problem solving:		
Quality:		
Teamwork:		
Enthusiasm:		
Overall evaluation:		
Additional notes/comments:		

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Follow up post-interview

EMAIL TEMPLATES TO USE

How you present yourself before and during an interview is a reflection of your company culture and brand. The same thing continues after the interview, especially when it comes to in-demand candidates. Send an email the next day, thanking them for their time. Then check in every week until you make a decision. Also, try not to neglect other candidates in the pipeline – even if they are no longer in consideration.

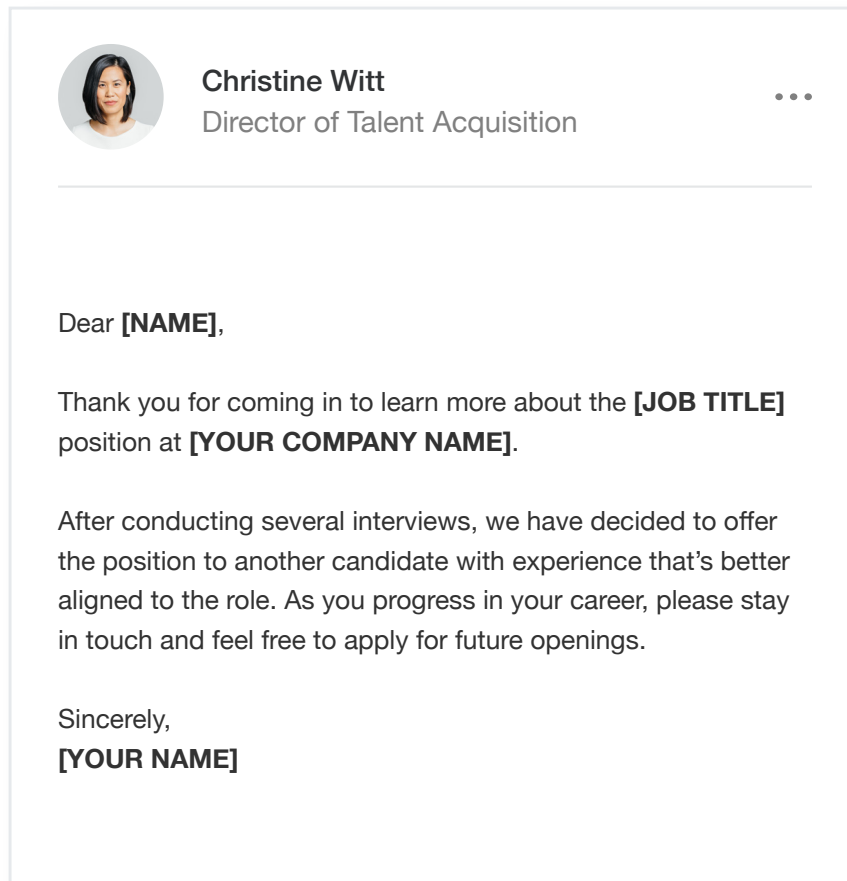In this section, we offer sample emails to send in different post-interview situations, including:

- Not the right fit
- Still in consideration
- Please return for additional interviews
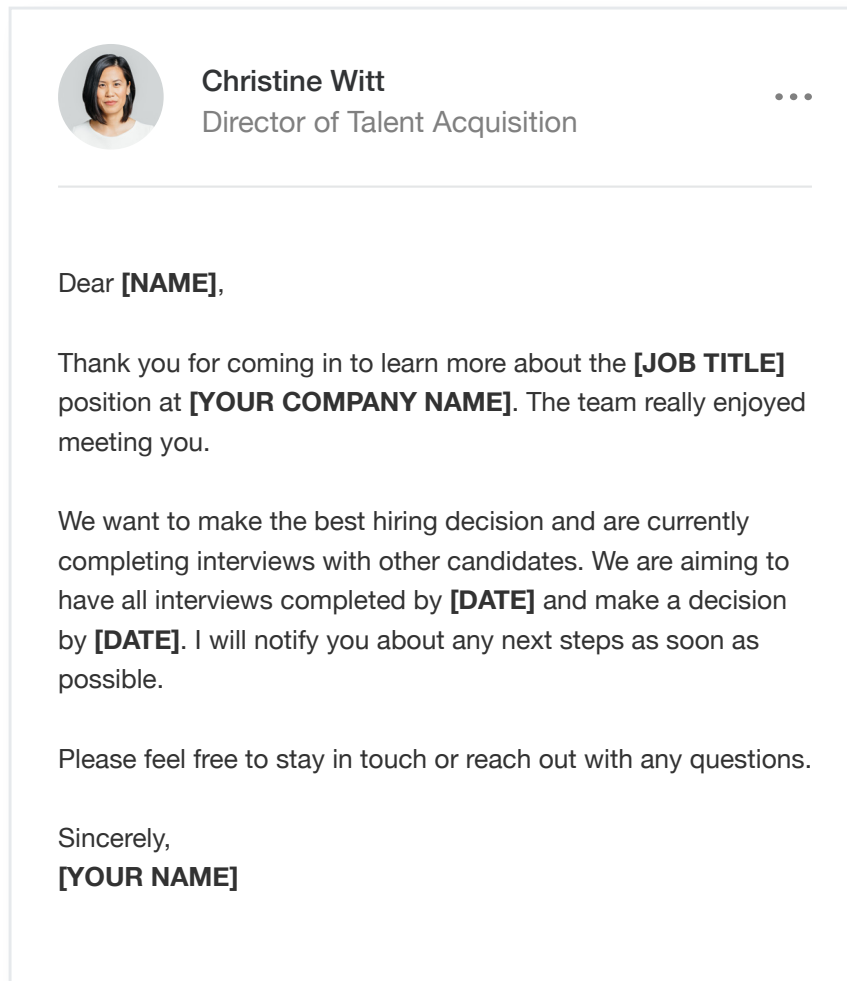- Job offer

"You're not the right fit" email template

Here's a sample email to send if you know a candidate is not a fit for the open role. The goal is to clearly communicate the end of the interview process without severing the relationship between the candidate and your organization. Just because they aren't the right fit for the current role doesn't mean they should be removed from the pipeline.

Christine Witt
Director of Talent Acquisition

• • •

Dear **[NAME]**,

Thank you for coming in to learn more about the **[JOB TITLE]** position at **[YOUR COMPANY NAME]**.

After conducting several interviews, we have decided to offer the position to another candidate with experience that's better aligned to the role. As you progress in your career, please stay in touch and feel free to apply for future openings.

Sincerely,
[YOUR NAME]

"You're still in consideration" email template

If there's a chance the candidate may be offered the job, you'll want to make that clear as soon as possible. If it makes sense, give a sense of timing and any other factors in play. Candidates will appreciate your candor.

Christine Witt
Director of Talent Acquisition

• • •

Dear **[NAME]**,

Thank you for coming in to learn more about the **[JOB TITLE]** position at **[YOUR COMPANY NAME]**. The team really enjoyed meeting you.

We want to make the best hiring decision and are currently completing interviews with other candidates. We are aiming to have all interviews completed by **[DATE]** and make a decision by **[DATE]**. I will notify you about any next steps as soon as possible.

Please feel free to stay in touch or reach out with any questions.

Sincerely,
[YOUR NAME]

"Return for more interviews" email template

If a candidate successfully passed through the first phase of interviews, additional rounds of screening may be needed. When crafting this email, include names and titles of the people they'll be meeting with, as well as the purpose of the interview.

Christine Witt
Director of Talent Acquisition

...

Dear **[NAME]**,

Thank you for taking the time to discuss the **[JOB TITLE]** position with us. We'd like to invite you for a second round of interviews at our office. You'll be meeting with:

- **[NAME]**, **[ROLE]** (30 minutes)
- **[NAME]**, **[ROLE]** (30 minutes)

The goal is to **[PURPOSE OF INTERVIEW (ex: discuss an assignment or delve deeper into job duties, etc.)]**.
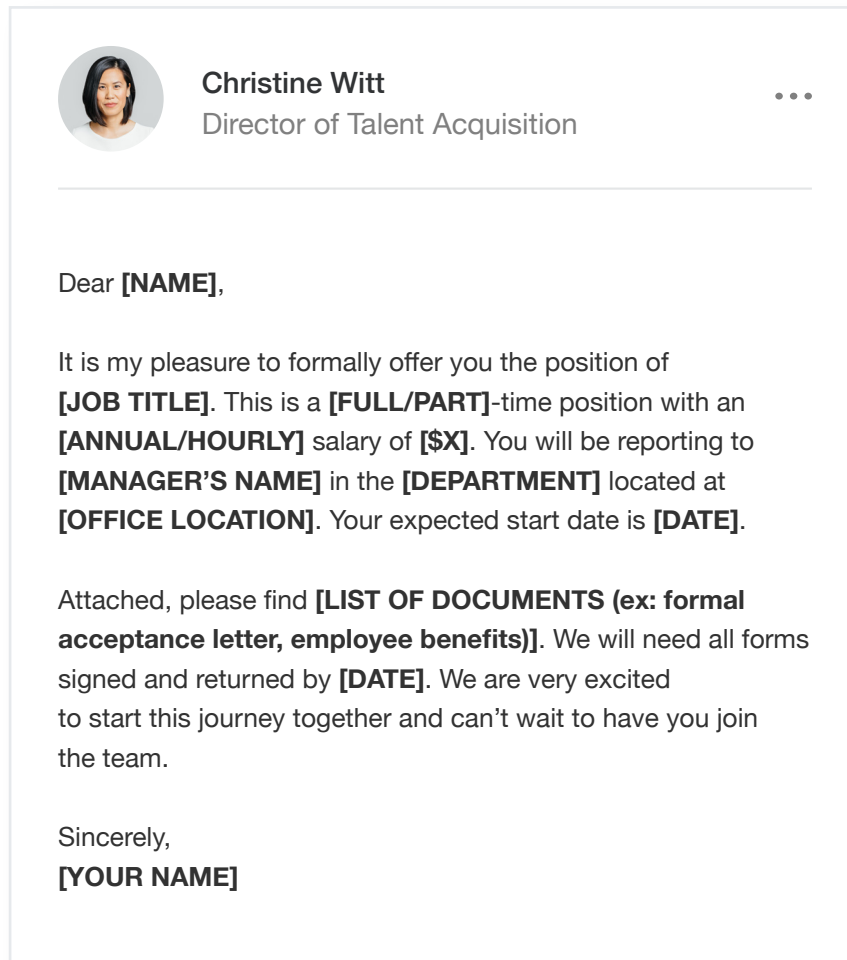
Are you available on **[DATE]** at **[TIME]** at **[LOCATION]**? If not, please let me know other dates or times that work.

The team looks forward to learning more about you. Thanks again for your time.

Sincerely,
[YOUR NAME]

"You've got the job" email template

Most likely, this is an email your candidate is looking forward to. It's also a chance to set the tone for your organization's onboarding process. A job offer email can use a very formal approach, or be more casual (as in the example below). Be sure to mention any contingencies (ex: a background check) and provide a clear deadline for responding.

Christine Witt
Director of Talent Acquisition

• • •

Dear **[NAME]**,

It is my pleasure to formally offer you the position of **[JOB TITLE]**. This is a **[FULL/PART]**-time position with an **[ANNUAL/HOURLY]** salary of **[$X]**. You will be reporting to **[MANAGER'S NAME]** in the **[DEPARTMENT]** located at **[OFFICE LOCATION]**. Your expected start date is **[DATE]**.

Attached, please find **[LIST OF DOCUMENTS (ex: formal acceptance letter, employee benefits)]**. We will need all forms signed and returned by **[DATE]**. We are very excited to start this journey together and can't wait to have you join the team.

Sincerely,
[YOUR NAME]

10 Onboard new talent

NEW HIRE CHECKLIST

Since employees that go through a structured onboarding program are 69% more likely to stay for three or more years according to HR.com, there is a strong business case for building a comprehensive onboarding program. You'll want to have a detailed plan for each employee's first day, week, and month.

To help you and your team prepare, provide the following checklists to the manager and other key stakeholders. These tasks can help ensure a smooth transition and get expectations aligned.

In this section, our checklists will help:

- Prepare for a new hire's start date
- Plan for the first day, week, and month
- Set goals to begin on day one

For additional onboarding ideas and tools, download LinkedIn's Onboarding in a Box.

Before your new hire starts

Follow our onboarding checklist to help take new hires from an uncertain newbie to a confident, motivated employee.

Planning

☑ Confirm start date, time, place, parking, transportation, and dress code

☑ Request employee bio for easier team assimilation

☑ Identify computer needs and requirements

☑ Set up email address and add to company directory

☑ Add your new hire to relevant email lists

☑ Grant access to key accounts, drives, systems, tools, and platforms

☑ Set up regularly scheduled meetings, and add the new employee to other department meetings that will be helpful to onboarding

☑ Define the first week's agenda and share it with the new hire

☑ Schedule pertinent training sessions

☑ Schedule a team lunch to introduce the new hire on day one or two

☑ Plan the new hire's first assignment

Work environment

☑ Assign – and clean – desk area

☑ Set up workstation with computer, monitor, chargers, mouse, keyboard, etc.

☑ Prepare phone, access cards, nameplate, printer access, and welcome packet with instructions

On their first day

The basics

- ☑ Connect with HR to ensure proper paperwork is complete

- ☑ Send a new hire announcement to appropriate teams, including bio, function, location, etc.

- ☑ Introduce coworkers to the new hire

- ☑ Provide overviews of how to use the phones and video-conferencing systems, book conference rooms, and access common computer programs, systems, and drives – and share processes around expense reports and timesheets (if applicable)

- ☑ Show them how to get IT support

- ☑ Present them with company swag to make them feel like part of the team

- ☑ Provide a list of nearby restaurants

- ☑ Take new hire out to lunch with some of the core team

The office tour

- ☑ Bathrooms

- ☑ Printers, copiers, and fax machines

- ☑ Office supplies

- ☑ Break rooms

- ☑ First aid kit

The job

- ☑ Clarify the schedule for the week, and confirm required training

- ☑ Review mission statement, brand values, organizational structure, and goals

- ☑ Review job description, duties, and expectations

  - What will the new hire be doing?
  - How will they be contributing?
  - What are their specific responsibilities?
  - What are your goals for that person?
  - What are their goals?
  - What's expected in 30 days? 60 days? 90 days?
  - What's the new hire's role and how does it fit within the larger team?

- ☑ Define how to best work together, your management style, and your preferences

- ☑ Review internal processes and workflow

- ☑ Explain annual performance review and goal setting

- ☑ Give employee an initial assignment and a deadline

In their first week and month

In their first week

☑ Supply a list of helpful onboarding resources, product information and roadmap, industry research, competitive analysis, brand materials, internal process documentation, and system training links to review in their spare time, and ordered according to priority

☑ Set up any additional training sessions

☑ Schedule daily check-ins to review progress on onboarding materials, discuss questions, and fill any gaps in information

☑ Assign an onboarding buddy (ex: someone who performs similar day-to-day responsibilities that the new hire can lean on for questions that they don't want to ask you or their direct supervisor)

☑ Give new hire an initial assignment and a deadline

In their first month

☑ Discuss additional assignments, as well as a larger roadmap of key initiatives

☑ Assign a mentor

☑ Set performance expectations and establish that you'll provide monthly feedback to the new hire regarding job performance, including a more formal evaluation annually

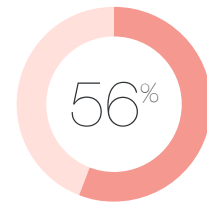☑ Assign any other required reading (ex: books that are critical to the industry or role)
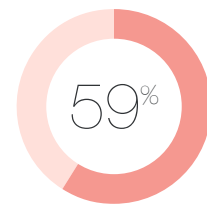
What new hires want in the first week[*]
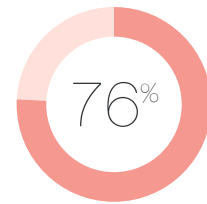
76% On-the-job training
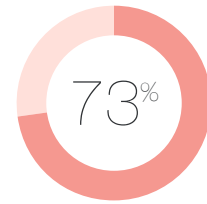
73% Review of company policies

56% Company tour, equipment setup, and procedures

59% Having a buddy or mentor

[*] BambooHR, What People Really Want from Onboarding