Talemetry ™
RECRUITMENT MARKETING. RESULTS. SIMPLIFIED.

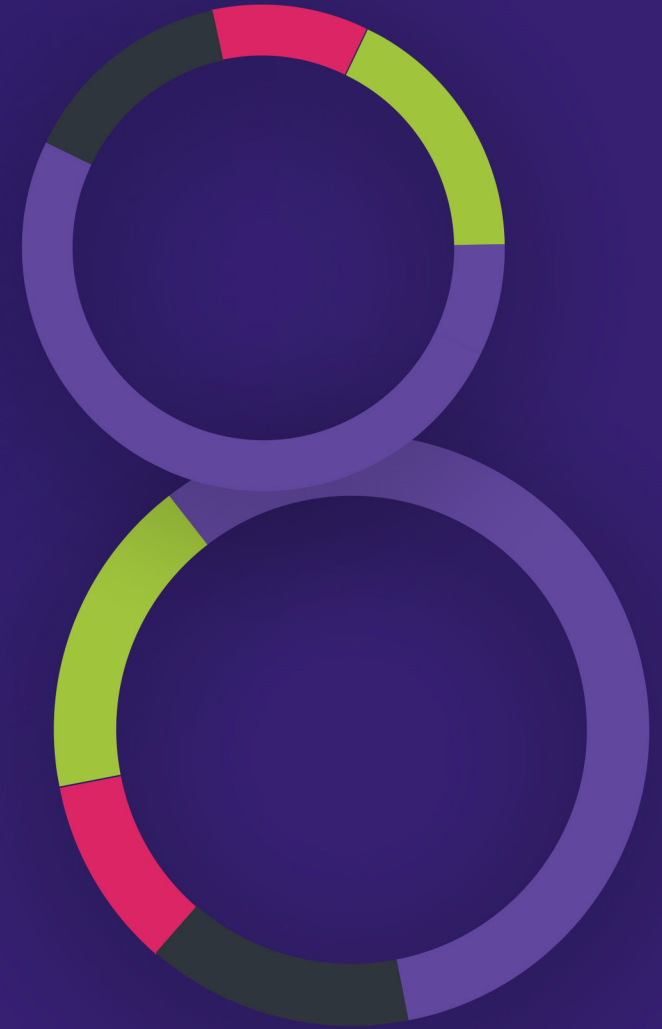# Eight Essential Job Roles for Building an Effective Recruitment Marketing Function:

How to Structure Your Team to Advance Organizational Maturity

The Growth of Recruitment Marketing

During the last two decades, recruitment marketing has grown significantly within talent acquisition. And just like modern marketing in the consumer world, recruitment marketing is now considered a necessary and legitimate mechanism for attracting, connecting with, nurturing and converting high quality talent better, faster and more cost effectively. As enterprise companies have started recognizing the impact that recruitment marketing has on recruiting success, they have also started investing, developing and building their recruitment marketing teams. And this has resulted in some discussion, and even some ambiguity, about the types of job roles that can best contribute to success.

If you're like most recruiting organizations today, you are still trying to figure out how to structure your team and invest in the right job roles to accelerate your recruiting performance and advance your organizational maturity. Whether you develop your resources internally, or work to attract external candidates with the skills you need, you likely need direction on where to start—especially with new roles that haven't existed in talent acquisition previously. This can be pretty overwhelming, so we've created this eBook to offer suggestions on how to structure your team and the roles you should consider for potential investment. We'll also examine data on the resources other organizations are planning for the future, identify how to engage your corporate marketing function, if necessary, and then dive into specific job functions you should first consider to advance your organizational maturity. Overall, we want to help you answer the question, "What roles and skills are most important to my recruitment marketing team success?" Let's begin!

What the Data Tell Us

Just like other enterprise organizations, you are facing the universal recruiting challenge of not enough qualified candidates applying for the right jobs at the right time. So the most savvy companies today are building out their recruitment marketing function to better engage, nurture and convert candidates in a highly competitive job market. To understand how companies are ramping up their recruitment marketing resource investment, Talemetry conducted a survey of more than 100 talent acquisition professionals from enterprise recruiting organizations with more than 1,000 employees. The Talemetry 2020 Vision Survey found 49.1 percent of organizations currently have a Veteran, Campus or Diversity Recruiting Specialist, 51.4 percent currently have an Employer Branding Specialist, 41.9 presently have the Analyst/Data Scientist role, 34.6 percent have a Candidate Experience Specialist or Manager, and 41.4 percent have a CRM or Sourcing Manager. These numbers are fairly encouraging and indicate that between one-third and one-half of companies are actively investing in key roles that support recruitment marketing activities.

	Not Planning to Add Role	Currently a Role	Planning to Add Role
CRM/Sourcing Manager:	28.9%	41.4%	15.4%
Veteran, Campus or Diversity Recruiting Specialist:	26.4%	49.1%	16%
Employer Branding Specialist:	20%	51.4%	20%
Analyst/Data Scientist:	29.5%	41.9%	19.1%
Candidate Experience Specialist/Manager:	30.7%	34.6%	21.2%
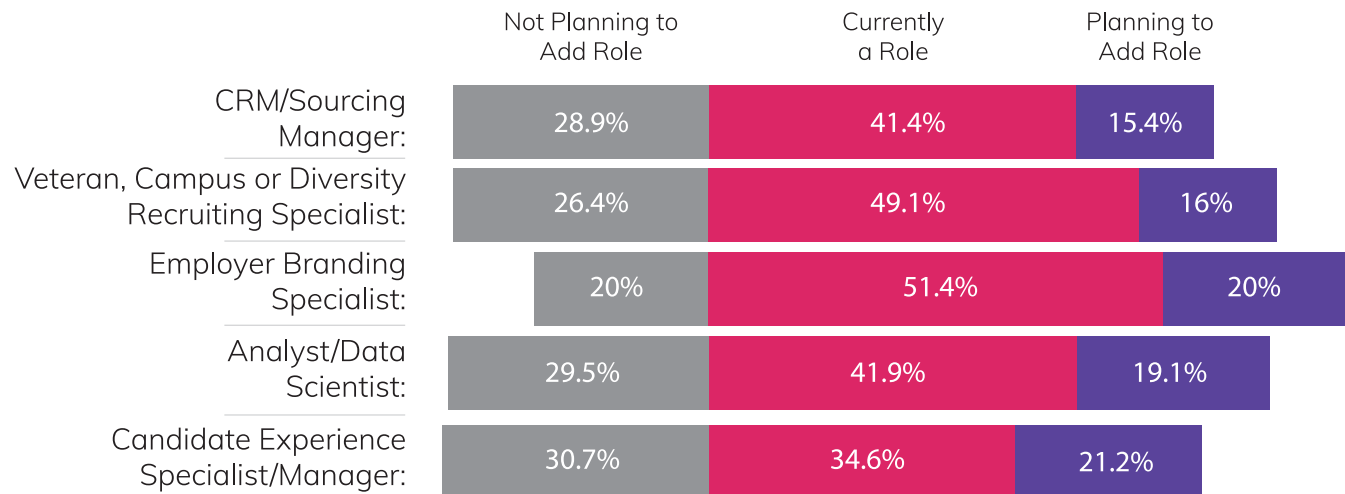
The Reality of Investment for 2019

When determining whether these roles would be added in 2019, the results of the 2020 Vision Survey were fairly dismal. Only 16 percent of organizations are planning to add a Veteran, Campus or Diversity Recruiting Specialist, just 20 percent will add an Employer Branding Specialist, 19.1 percent will add an Analyst/Data Scientist role, 21.2 percent will add the Candidate Experience Specialist or Manager, and just 15.4 percent will include a CRM or Sourcing Manager. These data support the ongoing challenges that recruiting leaders face in having enough of the right resources to successfully execute their recruitment marketing activities.

And while just about one in five organizations will continue their investment across these roles in 2019, there is a long way to go for organizations not planning to invest this new year. In fact, participants revealed that across each new role, between one-fifth and one-third will not actively invest in these role for the future. Specifically, 26.4 percent will not add a Veteran, Campus or Diversity Recruiting Specialist, 20 percent will not add an Employer Branding Specialist, 29.5 percent will not add an Analyst/Data Scientist role, 30.7 percent will not add the Candidate Experience Specialist or Manager, and 28.9 percent will not add the CRM or Sourcing Manager.

Let's Consider the Role of Corporate Marketing

To support the need for better recruitment content and articulating a stronger employer brand, many recruiting organizations have turned to their corporate marketing functions or corporate communications teams to aid and assist in developing content for talent acquisition. While this is a viable alternative, many recruiters and talent acquisition professionals feel that it often limits their freedom in messaging to candidates and slows down the recruitment process fairly significantly. Often, recruiting teams hear from corporate marketing the question of 'Why didn't you engage us sooner?' Additionally, with constraints to branding and marketing communications, the recruitment marketing story may not be effectively presented to candidates and focus more from a corporate branding lens rather than a candidate-centric perspective.

Remember, modern recruitment is modern marketing, so if you choose to engage your corporate teams, especially as you try to address the gap in skill sets for your existing recruitment function during the short-term, try to find ways to engage your corporate marketing teams early and often—rather than on a limited, disconnected basis. Working together, you can create a collaborative approach that addresses the divide between departments. Collaborate and involve internal creative resources to conceptualize, develop and design high-value assets that will fuel your recruiting strategies. When you effectively leverage your internal resources and allow cross-functional ownership in your talent attraction initiatives, you'll be impressed with the outcomes and success you can achieve in finding the right talent for your organization.
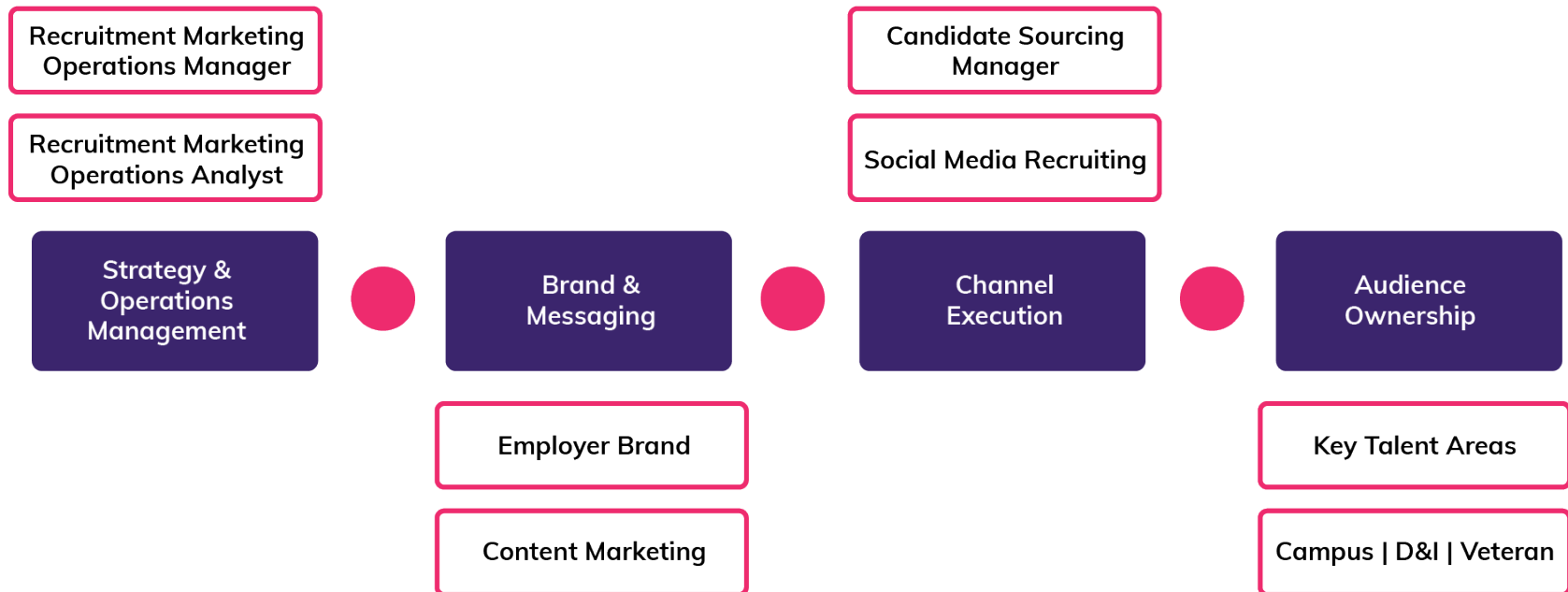
A Look at Organizational Maturity

As recruiting organizations mature, the majority of successful recruitment marketing activity is being driven by dedicated specialists, rather than at the recruiter level. So to empower the success of your recruitment marketing activities and advance your organizational maturity, you must consider the most important roles to fill first, and those you will have to leverage from other parts within your company. Remember, as you begin to hire new talent for your recruitment marketing team, you are looking for people with outstanding communication skills, those who can relate well to others, understand the importance of nurturing and empathizing with candidates, stay organized and collaborate well with others. People with these skills may come from traditional recruiting or marketing functions, or they may have other forms of experience across different disciplines that you can leverage.

Recruitment Marketing Activity

Recruitment Marketing Specialists

Recruiter-Level

One enterprise talent acquisition leader from a global manufacturing organization recently told us:

"We know now that will have to create a newly defined role to replace someone who had been doing this ad hoc in their recruiting capacity."

The Eight Job Roles Most Important to Organizational Maturity

Recruitment Marketing Operations Manager

Recruitment Marketing Operations Analyst

Candidate Sourcing Manager

Social Media Recruiting

Strategy & Operations Management

Brand & Messaging

Channel Execution

Audience Ownership

Employer Brand

Content Marketing

Key Talent Areas

Campus | D&I | Veteran

To show you the most important job roles by category that are tied to maturing your recruitment marketing team structure, take a look at the following figure. The eight job roles most important to organizational maturity fall across four key categories, including strategy and operations management, brand and messaging, channel execution and audience ownership. We will take a look at each of these roles throughout the remainder of this eBook.

Strategy and Operations Management Roles

Job Role #1: Recruitment Marketing Operations Manager

Finding a highly talented Recruitment Marketing Operations Manager means looking for an individual who deeply understands talent acquisition strategy and marketing operations. This means a person who oversees and continuously improves the candidate experience, candidate engagement and candidate communications. A person who supports the development and enhancement of your employer brand, who can easily uncover and tell employee stories to reinforce your recruitment messaging and the employee value proposition, and who can identify how to strategically engage candidates through multi-channel outreach. This role supports candidate campaign execution, optimizes job advertising spend, understands and drives a pipeline of high quality talent and manages overall recruitment marketing operations and technology.

Job Role #2: Recruitment Marketing Operations Analyst

The role of Recruitment Marketing Operations Analyst requires an analytical thinker that has a high detail orientation, and understands how to track, measure and analyze results to support in greater decision making for optimized recruitment marketing and recruiting performance. This individual manages daily recruitment marketing operations and builds long-term programs that evaluate overall effectiveness and efficiency of recruitment marketing activities. This role works actively to improve the candidate experience, optimize vendor relationships, increase team efficiency, enhance data integrity and constantly searches for better strategies, processes, technology and solutions to enhance the recruitment function overall.

Brand and Messaging Roles

Job Role #3: Employer Brand

The individual (or team) responsible for developing, articulating, supporting and enhancing the employer brand must possess authentic storytelling abilities, and truly understand that an employer brand is more than just a company's vision or values. This person must be able to show what it's really like to work in your organization, and articulate a genuine employee value proposition that provides a window into your culture. This means actively capturing employee stories, explaining potential career paths, and walking through a typical day for various key talent audiences. Individuals in this role must be creative, compassionate, and comfortable working across multiple candidate outreach channels to articulate the employer brand, including career sites, blogs, videos, social, digital, review sites, and in-person events, while juggling multiple employer branding priorities. Communication skills, cross-functional collaboration and organization skills are a must.

Job Role #4: Content Marketing

Just as in the corporate marketing world, content marketing for recruitment is all about being able to write creatively, clearly and effectively across multiple outlets for candidate attraction and engagement. Individuals well-suited for this role must be natural storytellers, and comfortable generating large volumes of recruitment content to build the employer brand, attract potential candidates, nurture outreach and encourage conversion. This means proficiency in ad copy, social media, career site content, email, SMS/text messaging, and other channels for a diverse range of talent audiences. Content should be compelling and support the overall recruitment marketing strategy, and directly support recruiters in their efforts to relate to and nurture candidates. The ability to optimize for SEO, mobile, and measure content effectiveness are also essential in improving content performance for the long-term.

Channel Execution Roles

Job Role #5: Candidate Sourcing Manager

The Candidate Sourcing Manager is responsible for finding talent across multiple sources, building candidate relationships and pipelining talent for future hiring. This person should be comfortable leveraging the latest technology, and actively seek to improve the effectiveness and scalability of finding new candidates and expanding talent reach. Individuals in this role must be highly organized, passionate and data-driven. This role requires someone who also has outstanding analytical capabilities and continuously seeks to identify the most effective sources of talent to improve sourcing activities. Working in this role requires management of candidate relationship management technology, and the ability to measure results from overall sourcing activities.

Job Role #6: Social Media Recruiting

Roles in talent acquisition focused on social media recruiting require individuals to have previous experience with a wide range of social channels and digital media. A person in this role should understand how to leverage social to attract and nurture candidates throughout the talent lifecycle, and serve as the voice of the brand on social media to build awareness and engage candidates. This means finding and sharing content that showcases the authentic employer brand, and encouraging active employee participation and outreach through social channels. Individuals well-suited for this role are creative and proactive, have strong writing ability, actively seek new ways to express content in bite-sized stories, and are highly collaborative with other talent acquisition and corporate marketing roles. This person should also understand how to measure social media engagement and performance, and seek to continuously improve engagement and conversion among key talent audiences.

Audience Ownership

Job Role #7: Key Talent Areas

This role is dedicated toward identifying, prioritizing, sourcing and nurturing key talent areas that are most important to your business results. For example, subject matter expert recruiting roles, like Head of Nurse Recruitment or Hourly Recruiting Manager, have existed in large-scale talent acquisition functions for quite some time. A person in this capacity is analytical, strategic and understands the importance of segmenting key audiences for attraction, engagement and outreach. Individuals who will thrive in this role are organized, have the ability to attract and engage candidates through multi-channel outreach, and know the ins and outs of key talent audiences, like specific job families or geographies, or relationship audiences, like employee referrals, internal employees or even past applicants. With strong communication abilities, critical thinking and process improvement orientation, an individual in this role is always prioritizing the audience that he or she is responsible for attracting and converting throughout the talent lifecycle.

Job Role #8: Campus, D&I, Veteran

The Campus, D&I or Veteran Audience Manager is responsible for providing candidate engagement content, sourcing, or managing inbound and outbound marketing activities to strategic audiences, like diversity & inclusion candidates, university relations audiences for students, grads or interns, or veterans and military hiring. Those individuals responsible for these key audiences are hyper-focused on nurturing and engaging these strategic audiences and know the importance of the interactions they have with talent belonging to these groups. A person in this role is resourceful, knowledgeable, possesses strong communication skills, and constantly seeks new and better ways to engage and convert these types of candidates. With a passion to network, interact and engage candidates through multiple channels, and even at in-person events, this individual is highly relational and focuses on delivering results for these key audiences.

Time to Start Advancing Organizational Maturity with the Right Roles

The challenges you face are great. Recruiting in a tight talent marketing is difficult for any recruiting organization. And chances are you are feeling frustrated, maybe even ineffective. Having a roadmap to structure your team is essential in advancing your organizational maturity for the future. Now that we've reached the last year of this decade, 2020 is just on the horizon. So make sure you know where you need to go to mature your recruitment marketing team and organization to start simplifying the path toward recruitment marketing optimization. And don't forget, every organization is different. The order to fill these roles, and whether you look externally or develop internally, is based on your unique recruiting challenges, needs and priorities. So step forward with confidence and start building a more mature recruitment marketing team to achieve world-class recruitment results in your organization.

Ready to Learn More?

Learn how to advance your recruitment marketing strategies, processes and technology, and take your recruiting organization to the next level. Start delivering exceptional candidate experiences, integrating your recruiting technologies, and empowering your team to do what they do best in finding top talent for your organization. Talemetry offers the award-winning **EVOLVE Maturity & Efficiency Framework** and industry-leading solutions to guarantee your recruitment marketing success. If you want to learn more about achieving 2020 Vision to advance your organizational maturity, let us know. You can email info@talemetry.com or call us at 1.866.824.4418.

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About Talemetry

Talemetry is Recruitment Marketing Results. Simplified.™ We combine our enterprise-grade Talemetry® recruitment marketing platform with tools, training and support to make recruitment organizations and professionals successful. Talemetry gets the right people to apply for the right jobs by delivering results-based attraction strategies and extending reach for talent. Our solutions optimize operations, drive ROI and deliver client success. Finally, a recruitment marketing platform powerful enough to deliver results, and easy enough to leverage across enterprise organizations.