TABLE OF CONTENTS

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Introduction.

Recruitment strategies change drastically as a company scales, largely due in part to skyrocketing hiring goals. However, at an even more fundamental level, an influx of capital is the primary driving force.

Closing a round of funding is extremely exciting. Not only does it signal to the world that you're a company to watch and one that investors believe in, it also shows that you're on the way to achieving your goals; you have the resources to grow your team and your business.

In order to meet the demands and expectations of your board of investors, you need talented people on your team. And, if you're like most companies we partner with, one of the main reasons you raised funding was to scale and grow.

That's why strategic recruitment after a round of funding is critical. And as talent acquisition professionals, all eyes are on you to get qualified candidates in the door and ultimately in desks.

This guide was created with you in mind as a single source of truth for developing a top tier recruitment strategy after a round of funding. Regardless of the stage of growth you're currently in, leverage these insights to know what should be top of mind, and what you need to be doing.

$34B

U.S. VC-BACKED STARTUPS RAISED $34.25 BILLION IN Q1 OF 2020.

KPMG INTERNATIONAL

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Step 1: Invest in Your Recruitment Marketing Strategy

Today, recruitment and marketing go hand in hand. Why? Because candidates are no longer evaluating potential employers solely on job descriptions and compensation.

They're looking at company culture, career development opportunities, employee benefits and diversity, equity and inclusion initiatives. In short, you're not selling candidates on a job — you're selling them on an experience. This is especially important for companies that have money to spend.

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What Is Recruitment Marketing?

Recruitment marketing is the process of promoting your employer brand with the use of marketing methodologies throughout the recruitment life cycle to attract, engage and nurture relationships with qualified talent.

Because it's a form of marketing, the process of recruitment marketing mirrors the buyer's journey: candidates progress through stages of **awareness**, **consideration** and **decision-making**.

Just like in sales, candidates should become increasingly knowledgeable of your company and job opportunities as they progress through the recruitment marketing process.

Here's a high-level overview of the three stages:
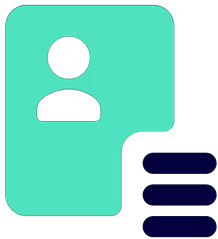
STAGE 1: Awareness

During this stage, companies should market themselves as a potential employer of choice, telling their story and generating brand awareness.

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STAGE 2: Consideration

This stage involves providing important information about your company, with the opportunity and call to learn more about your mission, values and culture.

STAGE 3: Decision-Making

This is when candidates decide to apply to your open roles. Your efforts throughout the first two stages will significantly influence a candidate's decision.

Why Does it Matter?

A recruitment marketing strategy is vital to an organization's success, but it is especially important for companies with massive growth goals.

Recruitment marketing allows recruiters to continuously sell prospective employees on their company and open roles, as well as nurture them further down the funnel toward applying.

It's a highly effective way of engaging qualified candidates who not only meet your job requirements, but who identify with and support your core values and will ultimately add to your culture, not just fit in.

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Furthermore, not only does recruitment marketing help fill critical roles, it also **boosts your employer brand**, **increases awareness** and **builds your talent pipeline.** (We'll get into this more in the following section.) Essentially, with better brand awareness comes more inbound candidates, meaning you have a better chance of filling each role.

Additionally, a positive candidate experience supplemented with comprehensive nurturing campaigns increases the likelihood of second-time applicants.

Individuals with positive experiences who did not receive an offer the first time around are more likely to re-engage with your brand when other opportunities become available. This benefits you in a whole host of ways including reducing time-to-fill and improving quality of hire during later recruitment cycles.

Employers who recently secured funding are primed to scale rapidly, which means they need to quickly bring in top talent to help them reach new goals. **Recruitment marketing is the framework needed to identify, recruit and retain exceptional employees.**

In the next section, we'll break down the key elements of a successful recruitment marketing strategy that should be top of mind after raising a round of funding.

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Recruitment IS marketing.
If you're a recruiter nowadays
and you don't see yourself as
a marketer, you're in the
wrong profession.

MATTHEW JEFFREY
GLOBAL HEAD OF SOURCING AND
EMPLOYMENT BRAND AT SAP

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Step 2: Optimize Your Strategy

There are several aspects of recruitment marketing that you should be focused as a TA professional, especially after raising a round of funding. During a period of rapid growth, your mindset about how, why and who you recruit should adjust — whether that means implementing entirely new tactics or revamping current strategies.

The following section contains a list of important items to be mindful of as you optimize your recruitment marketing strategy for rapid growth.

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Emphasize Your Employer Brand

Your employer brand is an often overlooked but essential part of your ability to recruit talent. It's your reputation as an employer among job seekers, candidates and current employees. **While you can't control perceptions, you can influence them, which is why employer branding is the crux of recruitment marketing.**

Every piece of content and information that's public-facing reflects and contributes to your employer brand. This, in turn, impacts how prospective employees interact with your organization and perceive your open roles.

Just how important is your employer brand?

84 percent of job seekers say a **company's reputation is an important part of their decision to apply** to an open position.

50 percent of job seekers say they **wouldn't accept an offer from an employer with a bad reputation**, even for a pay raise.

You should always be cognizant of your employer brand, but make a concerted effort to promote it when recruiting. **Here are a few ways you can do that:**

Position your hiring managers as thought leaders

Make prospective candidates want to work for your hiring managers through thought-leadership content. Showcase their leadership style and industry know-how through a Q&A format article.

Or, create a video to infuse more personality and elements of your culture. Either way, allow hiring managers to speak about what they're working on, what they're looking for in candidates and why they're excited about your company's future.

Pro Tip

Promote this content across your social channels and hyper-targeted online communities to give your employer brand additional reach. This strategy will also help you cast a wider net and recruit from more diverse audiences.

Create employee spotlights

A majority of candidates (66 percent) believe the best way to get a sense of a potential employer is by interacting with current employees. And when they can't interact with employees in person, candidates take to reading online reviews of companies. These can significantly impact your ability to recruit — 55 percent of job seekers abandon job applications after reading negative reviews.

Give candidates a peek behind the curtain through employee spotlights. Include diverse team members from across the business and have them share what they enjoy most about working at your company, as well as what initially attracted them to your business. **For technical roles, have employees share which current projects they're most excited about.**

66%

OF CANDIDATES BELIEVE THE BEST WAY TO GET A SENSE OF A POTENTIAL EMPLOYER IS BY INTERACTING WITH CURRENT EMPLOYEES.

Highlight your employee value proposition

Your employee value proposition (EVP) is the guiding principle of your employer branding efforts. It explains the mutual benefits of an employer-employee relationship at your company; what you expect of employees and what your employees can expect from you in return.

More than just your perks and benefits, your EVP emphasizes what you value as an organization, from career development to innovation. Show employees how you support them and what candidates can look forward to if they join your team by highlighting your EVP.

The founders that succeed don't rest after raising an A, they start planning for their B.

They form a clear plan of what they need to grow well: **who they need to hire, what they need to build, how to manage their new board, and how to grow themselves.** These founders see the path from their current milestone all the way to their IPO.

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Create Candidate Personas

If you're not already using candidate personas to guide your recruitment efforts, it's time to implement them. You just raised a substantial amount of capital, which means that you're going to be growing rapidly and you need qualified employees who can help take your business to the next level.

Candidate personas help you hone in on your ideal candidate and market your open roles to them more effectively.

They also improve the efficiency of your recruitment process by mitigating back and forth with hiring managers.

Additionally, if you understand and can describe the type of employee that will succeed in the role, you're better prepared to identify and hire a candidate who will thrive on your team. These are the people that will stick around and positively contribute to the organization for years to come.

Work with the hiring manager to determine the following required characteristics for each open role:

- Work experience

- Education (degrees and certificates)

- Geographical location

- Specific skill sets

- Communication style

- Preferred work environment

- Professional goals and motivators

- Personal online presence

Remember that the more specific you get, the more successful your recruitment efforts will be. **However, be inclusive.** Gendered language can deter individuals from applying to open roles. Furthermore, education requirements can unnecessarily eliminate qualified candidates of lower socioeconomic status from your applicant pool.

Evaluate & Enhance Your Candidate Journey

The type of candidate journey you create says a lot about who you are as an employer. From the first point of contact all the way through onboarding, the candidate journey encompasses every touchpoint between a prospective employee and your organization.

As a result, the experience candidates have plays a huge part in your employer brand perception:

➡ **95% of candidates** will apply to an organization again if they had a good first experience with the interview process.

➡ **57% of job seekers** lose interest in the job opportunity if the application process is lengthy.

➡ **95% of job seekers** believe how employers treat candidates is a reflection of how they would be treated as an employee of the company.

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Your growth goals will likely increase drastically after raising a round of funding, which means you'll be communicating with several candidates at a time and attempting to move them through your process faster. Don't let your increasing demands and shrinking bandwidth be the reason candidates are put off by your hiring process.

Evaluate your candidate journey step by step, paying close attention to potential pitfalls throughout the process. **Consider these elements of your recruitment process and answer the following questions:**

1. Communication

- What is candidate communication like?

- What's the frequency of your communication?

  - Is it too often or too little?

- What methods are you using to communicate with candidates?

  - Is it solely email or are there more personal, human touch points (i.e. phone or video call) throughout the process?

2. Your Careers Page

- Is your careers page easy to access and navigate?

- Does it display accurate information regarding open roles?

- Can candidates easily navigate to your application platform from your careers page?

3. Application Process

- How long does it take for a job seeker to complete an application?

  - Is the process long? Is it unnecessarily long?

  - Is the process clunky? Can it be streamlined?

- Are there any roadblocks to completion/submission?

- Can candidates pause and come back to the application at a later time, or does it have to be completed in one sitting?

- Are candidates immediately sent an autoresponder confirming their submission?

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4. Interviews

- Are they productive?
    - Do you get the information you need to evaluate candidates during each conversation?
    - If not, are you asking the right questions?
- Do you require hiring managers and interviewers to participate in unconscious bias training?
    - How often are these trainings required?
- Are you using an interview scorecard?
- Do you ask the same set of questions for each candidate who interviews for a particular role?
- How are interviews scheduled: over email or through a scheduling platform?

5. Collect Employee Feedback

- What do your current employees have to say about the process from their previous experiences?
- What did they like about the process?
- What was frustrating to them?
- What would they change?

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Candidate Experience Audit

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One of the most important things you can do as a recruiter is experience your hiring process first hand. Test-drive your recruitment process as a candidate and evaluate each step along the way. Rate each element on a scale of 1 to 10 (10 being the best; 1 being the worst) and take notes as you go through the process. The more critical and honest you can be, the better your candidate experience will be in the end.

Employer Brand

- Content   1 2 3 4 5 6 7 8 9 10
- Digital Presence   1 2 3 4 5 6 7 8 9 10
- Career Page   1 2 3 4 5 6 7 8 9 10

_____

_____

Application Process

- Ease of completion   1 2 3 4 5 6 7 8 9 10
- Length of time needed to complete application   1 2 3 4 5 6 7 8 9 10
- User experience   1 2 3 4 5 6 7 8 9 10

_____

_____

Interview Process

- Frequency of communication with company   1 2 3 4 5 6 7 8 9 10
- Quality of communication with company   1 2 3 4 5 6 7 8 9 10
- Quality of interviews/interactions with company   1 2 3 4 5 6 7 8 9 10

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Additional Notes

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If you did not run your hiring process in parallel, hurry up — you are already behind.

SUNIL RAJARAMAN
CEO OF SCRIPTED.COM

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Implement Candidate Nurturing Campaigns

Another element of your strategy to be mindful of is how you nurture candidates. **In other words, what happens between each touch point of your candidate journey?** Failing to keep candidates engaged can cause drop-off or, in the worst cases, drive them toward other job opportunities with your competitors.

How you're nurturing candidates through the different stages of recruitment is particularly important if you anticipate a longer hiring process; the lag between steps gives them ample time to reconsider the role and look elsewhere.

However, when you're pressed for time and need to get new hires in the door quickly, your candidate experience is more vulnerable. It's easy to get caught up in the checklist of steps to follow and forget that you're dealing with human beings who are evaluating your company, too.

The same goes for when you're juggling multiple open roles; great candidates can easily slip through the cracks if you're not careful, thoughtful and actively nurturing them throughout the process.

Depending on your recruitment timeline and what stage of the process the candidate is in, your nurturing campaigns should look very different. Additionally, each element should be personalized to the individual candidate. Allowing candidates to feel like they are a cog in the machine or just another name on your list will quickly lead to a poor candidate experience.

Use the following resource to develop strong candidate nurturing campaigns that will keep candidates engaged.

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Candidate Nurturing Best Practices

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1. Engage Your Marketing Team

Custom content and emails are the bread and butter of nurture campaigns. Work with your marketing team — your internal experts on these matters — to create a campaign strategy that will effectively target and nurture candidates.

2. Use Your Candidate Personas

In order to nurture candidates, you need to know who you're targeting. Leverage candidate personas to customize your campaign and serve candidates engaging content that is relevant to them.

3. Personalize When Possible

Again, candidates will quickly lose interest in the role if they feel your team doesn't value or appreciate them as an individual. Customize emails and aim for more personal touch points throughout the process, especially when interacting with your shortlisted candidates.

4. Rely On Email Marketing

Lean on your marketing team to set up custom workflows and automations to nurture candidates. This will be extremely beneficial in ensuring great people don't drop off your radar when you're dealing with multiple candidates for multiple roles.

5. Empower Job Seekers On Their Search

Give candidates the tools they need to thrive throughout the application and interview processes. This will help nurture job seekers to become applicants and give rejected candidates valuable resources to continue their job search, which helps cultivate a positive employer brand.

Candidate Nurturing Best Practices builtin

6. Leverage Social Media

Be mindful of the fact that candidates aren't always on active job boards and meet candidates where they are. Target major social media platforms, news outlets and professional online communities.

7. Host Industry Events

From in-person gatherings to online webinars, events are a great way to connect with candidates and keep them interested in your job opportunities. Plus, it allows for a more comprehensive evaluation of candidates apart from just a resume or application.

8. Stay In Touch With Former Employees

If you part ways with employees on good terms, they'll be more inclined to return to your company. Keep in touch and provide regular updates on how your business is doing. They may be open to reapplying for a new position in the future.

9. Explore Different Media

Vary the types and formats of content you serve candidates throughout nurture campaigns. Include articles, videos and photos to keep candidates engaged and showcase different aspects of your company.

10. Keep Your Data Clean

Duplicate contacts or inaccurate personal information will negatively affect your nurture campaigns. Regularly audit and organize your candidate database to maintain genuine and accurate touch points with candidates.

11. Track Your Performance

As with all marketing efforts, metrics are essential. Track your emails' open rates, click-through rates and conversion rates to keep tabs on how your nurture campaigns are performing with candidates and identify areas for improvement.

Nurture Your Talent Community & Build Your Pipeline

When a great candidate pops up on your radar, you want to hire them immediately. But how should you interact with great candidates who aren't right for the role? Keep them engaged as part of your talent community.

As touched on in the previous section, in addition to keeping applicants engaged, candidate nurturing will also help you maintain your talent community and build your talent pipeline.

Talent Community
A talent community is a group of professionals who would be exceptional candidates for your organization. It's usually formed as a digital network in which individuals can maintain a relationship with your company while not actively pursuing a role in your organization.

Talent Pipeline
A talent pipeline is the system that nurtures members of your talent community toward your open roles and new opportunities.

Maintaining and nurturing your talent community is extremely important for high-growth organizations who are planning for open roles. These are individuals that you can reconnect with at a later date when a suitable position becomes available. And with how quickly you're scaling, that might not be too far off.

Keep these candidates interested with regular updates, content and information about what's happening at your company. The first thing you should promote: your funding. Let members of your talent community know that you're growing, thriving and that big things are on the horizon. From there, keep them informed with content about your growing team, new initiatives and exciting product releases.

Use the following tactics to do so:

Newsletters

A newsletter is the perfect way to nurture your talent community. Plus, if you engage your marketing team, it's a relatively low-lift strategy.

Repurpose and link to existing content to create email copy, and set up an automated workflow to ensure members of your talent community get the information they want. Just be sure the candidate has opted into your list before you send them an email.

Social Media

Your social media outlets are great opportunities to provide quick-hit information to members of your talent community.

Keep them informed with internal updates, new content and share any press you receive. Using different platforms also widens your talent pool and helps generate brand awareness among different audiences.

Events and Webinars

Don't focus solely on digital outreach to nurture your talent community. Schedule recruitment events or webinars to give individuals the opportunity to get a sense of your company culture, employees and leaders. These are exciting aspects of your organization that will keep them coming back until a suitable role opens up.

$2.2M

THE AVERAGE SEED ROUND IS $2.2 MILLION, WHILE SMALL BUSINESSES ONLY REQUIRE ABOUT $10,000 OF STARTUP CAPITAL, ON AVERAGE.

FUNDERA

Track Key Metrics

Again, as with any marketing tactic, tracking and analyzing key metrics is vital to ensuring your strategy is working. As you scale, however, the recruitment metrics you track should change, particularly after closing a round of funding.

With such significant growth goals, an inefficient or ineffective recruitment strategy can be detrimental. Tracking metrics allows you to spot potential pitfalls before they become problems and pivot on the fly.

Furthermore, when you're backed by investors, you need to be able to show how you're meeting your goals. Your key metrics will give you the data you need to stay on course and keep investors informed.

If you're not already tracking these metrics, incorporate them into your reporting efforts now:

- Applicants-Per-Opening

- Quality-of-Inbounds

- Time-to-fill

- Cost-of-Vacancy

Applicants-Per-Opening

This metric measures how many applications you receive for a given role. This is a straightforward number that can be obtained directly through your applicant tracking system (ATS).

Your applicants-per-opening rate will provide insight into a number of factors regarding your recruitment marketing efforts and allow you to test strategies across open roles.

For example, you could use this metric to optimize your job descriptions. On one posting, include 5-10 job requirements — the absolute must-haves for a role — and more than 10 requirements on another role.

If the job posting with 10+ requirements has a lower applicants-per-opening rate, you can make some informed assumptions about how a longer list of job requirements can deter a job seeker from applying.

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Quality-of-Inbounds

Not only should you be concerned with the number of applicants you get per role, you should be mindful of the quality of candidates.

Your quality-of-inbound is best represented as a percentage. To determine this metric, divide the number of candidates considered satisfactory by the total number of applicants (applicants-per-opening) and multiple the result by 100.

Remember, you've spent time thoughtfully creating candidate personas and know who you should be targeting. If the candidates you receive aren't lining up with your expectations, something's off.

There are a number of reasons your quality of inbound candidates is lower. For starters, your candidate persona may not be specific enough, or your job requirements might be too limiting. Alternatively, you might not be reaching out on the right platforms. Use this metric as a guide for when to holistically evaluate your strategy.

Time-to-fill

Time-to-fill measures the number of days between when the job is first posted until a candidate accepts an offer for the role. **It's used to gauge the efficiency of your recruitment process.** This metric is calculated by subtracting the number of days after the job posting that the candidate enters the process, from the number of days after the posting that they accept the offer.

While this metric may not be as important in your company's early days, it certainly is after you raise a round of funding. Again, your growth goals are aggressive, and you've likely determined a headcount goal with your investors, either for the year or over each quarter. In order to both set and meet those deadlines, you need to know how long your recruitment process takes.

Note that the average time-to-fill is 36 days, but varies by industry; it can take up to 62 days to fill an engineering role, 56 days to fill a tech role and 52 days to fill a sales position.

36

THE AVERAGE TIME-TO-FILL IS 36 DAYS.

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Cost-of-Vacancy

Cost-of-vacancy (COV) is the amount of money lost due to an unfilled position. This metric is extremely helpful in prioritizing your hiring needs and communicating the importance of an effective recruitment strategy to business leaders.

COV is difficult to calculate, which is why we created <u>a free cost-of-vacancy calculator</u> to simplify the process.

It's important to note that COV is different from <u>cost-per-hire</u>, which is the total amount of internal and external recruitment expenses associated with filling an open role.

With so many positions to fill, you need to establish hiring priorities based on need and business impact. Tracking cost-of-vacancy is crucial to achieving the latter and why it's a more important recruitment metric following a raise of funding.
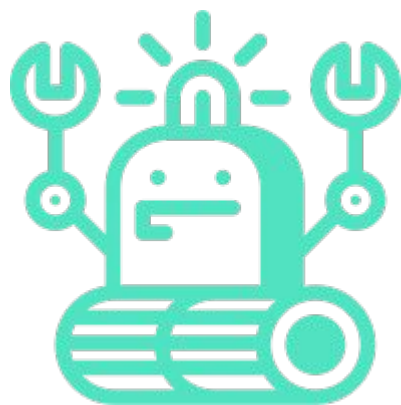
<u>USE OUR FREE TOOL TO CALCULATE YOUR COST-OF-VACANCY.</u>

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Account for Investor Goals

Great people are always vital to the health and longevity of a business, but more so when that business has aggressive growth goals.

Furthermore, as your business scales and advances, so should your recruitment strategy.

Plus, you're backed by investors, which means they're calling (at least some of) the shots, such as how much you can spend on hiring, as well as the roles you need to fill and when you should hire them.

Your recruitment marketing strategy after raising a round of funding needs to account for investor goals and requirements. Your organization is entering the next phase of growth, and regularly measuring these metrics will help ensure you're on the right track.

There can be a big difference in the kind of people you want to hire when you are a small, underfunded company and the kind you want to hire when you're well funded and squarely in the growth phase.

When you're smaller, you typically want people who are generalists, because you can't afford to hire specialists. **Once you have money in the bank, you should hire specialists who can put their heads down and focus on one aspect of the business.**

JEFF HADEN
AUTHOR OF *THE MOTIVATION MYTH: HOW HIGH ACHIEVERS REALLY SET THEMSELVES UP TO WIN*

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Step 3: Build a Retention Strategy

As you bring on new team members, your organization will undoubtedly experience some growing pains. In addition to managing these as they come up, you need to get ahead of them. That's where your employee retention strategy comes in.

Yes, recruiting top candidates is a central part of scaling your business; a great product is nothing without great people to back it up. However, if you make no effort to keep employees engaged, motivated and happy, they'll leave.

A dedicated retention strategy will not only help you provide employees the support they need to thrive in their roles and the benefits they want, it also shows, quite simply, that you care about your people. That is the cornerstone of a great organization that employees will be clamoring to join and eager to stay with.

Use the following three principles to create and implement a successful employee retention strategy.

Meet Employee Needs With Support

Think about the benefits you're offering your employees — do they meet your team's needs? Each workforce is different and a custom benefits package is key to supporting your unique team; cookie-cutter benefits won't cut it.

To start, determine what it is that employees need in and outside of the office in order to show up to work as the best versions of themselves.

Remember, your employees are people with lives outside of work; your benefits package should cater to both parts of their lives.

A company-wide survey is a great way to gather this information. Are there a lot of working parents on your team? Offer parental leave and child care benefits.

Is mental health a priority for your workforce? Offer a mental health day as an employee benefit, incorporate behavioral health within your insurance plans and implement communication channels so employees feel comfortable looking to their colleagues and HR team for support when needed.

Keep in mind though, you'll be adding new members to your team and they deserve your support, too. Incorporate some of the most sought-after employee benefits into your offerings. This will help attract job seekers and boost your retention strategy as new hires join your team. **Leverage the insights from our [Candidate Insight Report on the Top Perks and Benefits for Tech in 2020.](#)**

Maintain Your Company Culture As You Scale

Your company culture is a manifestation of your values and a central component of the employee experience. As more employees join your team, new voices and opinions will influence your culture.

Ask yourself this: How are you introducing and integrating new hires into your culture?

If company culture isn't part of your onboarding process and consistently on your radar, it will shift as your business grows. In order to maintain — and, more importantly, improve — your culture as you scale, follow these guidelines.

Train new hires in your core values

As part of the onboarding process, train each new employee in your core values. These are the foundation of your culture and it's vital every team member understands what they are and why they matter.

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This is important to ensure employees know what is expected of them regarding how they do work, interact with colleagues and treat customers. **Still, as you expand your business and grow your team, you may find that certain values become more important than others.**

Be open and flexible in the event that you need to adapt your list of core values to better reflect your team, goals and culture. Core values should both be accurate and aspirational, but nonetheless indicative of who you are as an organization.

Implement culture committees

Culture committees are a great way to get employees involved and maintain a culture that is reflective of your people. Furthermore, it allows employees to build relationships with one another, entertain their passions within the office and enact positive change.

These committees should have a mission statement, as well as a few key objectives to ensure they achieve their goals. Meetings can be held monthly, quarterly or biweekly, depending on your organization's needs and objectives.

Consider implementing some or all of the following committees:

- Learning & Development
- Diversity Equity and Inclusion
- Charity & Community Involvement
- Health & Wellness

Remember, committees should be tied to your values while still meeting employee needs and serving your organization. Poll your people and consider implementing additional committees, such as a sustainability committee or social events committee.

These groups can also help form smaller, informal groups to meet employee interests. For example, a learning and development committee could organize a quarterly book club to promote a different kind of learning and foster employee relationships.

Establish employee resource groups

Employee resource groups (ERGs) are specifically designed to support employees, as well as foster and maintain an inclusive workplace.

This will become increasingly difficult as you add more heads to your team and incorporate new diverse backgrounds into your culture, so **having ERGs ensures that new employees feel a sense of belonging at your organization.**

ERGs are voluntary, employee-led groups that offer support to employees with shared identities, backgrounds, experiences or interests.

Often, ERGs are dedicated to supporting employees from underrepresented backgrounds, such as Black, Indigenous & People of Color (BIPOC) employees, LGBTQIA+ employees, and employees with disabilities.

Additional examples of employee resource groups include a women's network, veterans ERG or a working parents' group. Your employee resource groups should, above all else, support your people and cultivate an inclusive work environment.

Track & Improve Employee Engagement

The final stage of your retention strategy should focus on performance tracking and optimization. Understanding how your employees feel about work and are responding to your efforts is vital to create a culture and employee experience that caters to your people.

Use regular employee engagement pulse surveys to keep tabs on how your employees feel and identify areas for improvement. With so many tools available, surveys are easy to automate, which streamlines the process of collecting information and analyzing the data.

Once you receive responses from your team, act immediately. **Do not** sit on this data and let time pass by. If you ask your employees for their feedback (which you should) you must take action and hold yourself accountable for implementing change.

Employee engagement surveys will also allow you further develop your culture and identify your strengths and weaknesses. They can also help you avoid burnout, which can be a problem for rapidly growing companies. Engagement surveys help you mitigate burnout and keep current employees happy, healthy and engaged as you onboard new hires.

Key Takeaways.

With new, aggressive growth goals, your recruitment strategy should look a lot different after raising a round of funding. Your employer brand, targeting tactics and retention efforts need to have a greater presence within your recruitment plan.

Here's a recap of the steps covered in this guide:

1. **Invest in Your Recruitment Marketing Strategy**

2. **Optimize Your Strategy**
    - ❏ Emphasize Your Employer Brand
    - ❏ Create Candidate Personas
    - ❏ Evaluate & Enhance Your Candidate Journey
    - ❏ Implement Candidate Nurturing Campaigns
    - ❏ Nurture Your Talent Community & Build Your Pipeline
    - ❏ Track Key Metrics

3. **Build an Employee Retention Strategy**
    - ❏ Meet Employee Needs
    - ❏ With Support
    - ❏ Maintain Your Company Culture As You Scale
    - ❏ Track & Improve Employee Engagement

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BONUS: Board Deck Template

As discussed in this guide, strategic planning and regular reporting with your board of investors are central parts of recruiting after raising a round of funding.

Use the following template as inspiration for your own board deck and to inform how you plan, track and report on your hiring goals.

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Update with your team's goals.

Hire and Retain Top Talent While Becoming a Best Place to Work

1. Fill 80% of key priority roles as forecasted

2. Keep voluntary employee churn under <20%

3. Provide monthly training and development opportunities

4. Build a strong talent brand

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Summary Analysis

> Update the quarterly time-frame, as well as your team's achievements and goals.

Q2 Achievements

- **Hired 8 Individuals:** Hired 8 FTEs across Technology, Product, Marketing, Operations, and Growth. Most notable a VP of Engineering.

- **Important Achievement #2:** Enter in description here and any notable metrics.

- **Important Achievement #3:** Enter in description here and any notable metrics.

- **Important Achievement #4:** Enter in description here and any notable metrics.

Q3 Focus

- **Make 24 key hires:** Sales Trainer, Sales Manager, 9 Sales Reps, SDR Manager, 2 SDRs, 2 Account Managers, 2 Customer Service Reps, 3 Software Engineers, 2 Data Engineers, 1 QA Analyst

- **Build Strong Talent Brand:** Partner with Built In to enhance visibility for tech hires and launch first featured article; develop social media strategy

- **Develop DEI Strategy:** Hire external vendor to conduct Inclusion Audit to drive strategy; conduct unconscious bias training; establish diversity recruiting metrics

- **Important Goal #4:** Enter in description here and any notable metrics/KPIs.

FTE Turnover (by department)

■ Voluntary
■ Involuntary
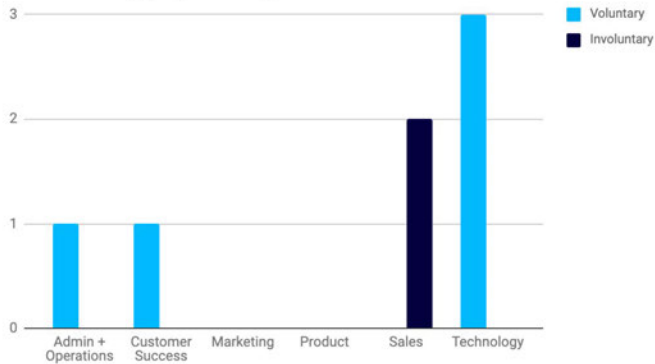
Headcount vs. Month
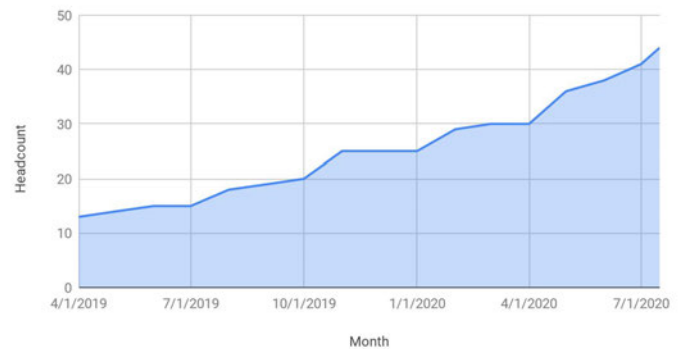
Update with your team's data, forecasts and statistics. Include graphs to represent your data in easily-digestible visuals.

Key Statistics

YTD Churn: x% (+x% YoY)

YTD Churn (voluntary): x% (x% YoY)

Forecasted FTE Tenure (by EOY 2020)

Average: 1.5

<1 year: 60

1 year: 6

2 years: 2

3 + years: 15

Other Statistics

x% female

x% BIPOC

YTD Cost Per Hire:

(+x% YoY)

builtin

Organizational Chart: Q4 2020

Include your org chart, distinguishing between current employees and planned hires, as well as where new hires will fit into your organization.

Co-founder & CEO
Full Name

President & COO
Full Name

Director of Marketing
Planned Hire

VP Sales,
Full Name

VP, Customer Success
Full Name

VP, Technology
Full Name

Director of Product
Full Name

President & COO
- Full Name — **Director of Finance**
- Full Name — **Operations Manager**
- Planned Hire — **Finance Analyst**
- Planned Hire — **HR Manager**
- Full Name — **Recruiter**

Director of Marketing
- Full Name — **Marketing Manager**
- Full Name — **Marketing Coordinator**
- Planned Hired — **Designer**
- Planned Hired — **Marketing Coordinator**

VP Sales
- Full Name — **Sales Manager**
- Full Name — **Sales Manager**
- Planned Hire — **Sales Manager**
- Full Name — **Sales Ops Manager**
- Planned Hire — **SDR Manager**

- Full Name — **Sales Rep**
- Full Name — **Sales Rep**
- Planned Hire — **Sales Manager**
- Planned Hire — **Sales Assistant**
- Full Name — **SDR**

- Full Name — **Sales Rep**
- Full Name — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **Sales Trainer**
- Full Name — **SDR**

- Full Name — **Sales Rep**
- Full Name — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **SDR**

- Full Name — **Sales Rep**
- Full Name — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **SDR**

- Planned Hire — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **SDR**

- Planned Hire — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **Sales Rep**
- Planned Hire — **SDR**

VP, Customer Success
- Full Name — **Manager, Customer Success**
- Full Name — **Director of Customer Experience**

- Full Name — **CS Rep**
- Full Name — **Account Manager**

- Full Name — **CS Rep**
- Full Name — **Account Manager**

- Full Name — **CS Rep**
- Full Name — **Account Manager**

- Planned Hire — **CS Rep**
- Full Name — **Account Manager**

- Planned Hire — **CS Rep**
- Planned Hire — **Account Manager**

- Planned Hire — **Account Manager**

VP, Technology
- Full Name — **Software Engineer**
- Full Name — **Director of Engineering**

- Full Name — **Software Engineer**
- Full Name — **Data Engineer**

- Full Name — **Software Engineer**
- Planned Hire — **Data Engineer**

- Planned Hire — **Software Engineer**
- Planned Hire — **Data Engineer**

- Planned Hire — **Software Engineer**

- Planned Hire — **Software Engineer**

- Planned Hire — **QA Analyst**

Director of Product
- Full Name — **Product Manager**
- Full Name — **Product Manager**
- Planned Hired — **Product Manager**
- Planned Hired — **Business Analyst**

> **Break down your annual and forecasted hires for each department. Include a graph to represent the differences across departments visually.**

	Actual		Forecast								YoY Inc/(Dec)		
	Q4 2018	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2019	2020	2021
Admin + Ops	2	3	4	5	5	7	8	10	12	13	1	4	6
Customer Success	2	6	7	10	14	14	16	20	22	22	4	8	8
Marketing	0	1	2	3	3	5	5	6	9	9	1	4	4
Product	1	2	2	3	3	5	5	5	8	8	1	3	3
Sales	2	8	10	14	28	32	34	36	40	40	6	24	8
Technology	3	5	5	6	12	12	12	13	18	19	2	7	7
	10	25	30	41	65	75	80	90	109	111	15	50	36
Quarterly Change	10	15	5	11	24	10	5	10	19	2			

Headcount Forecast
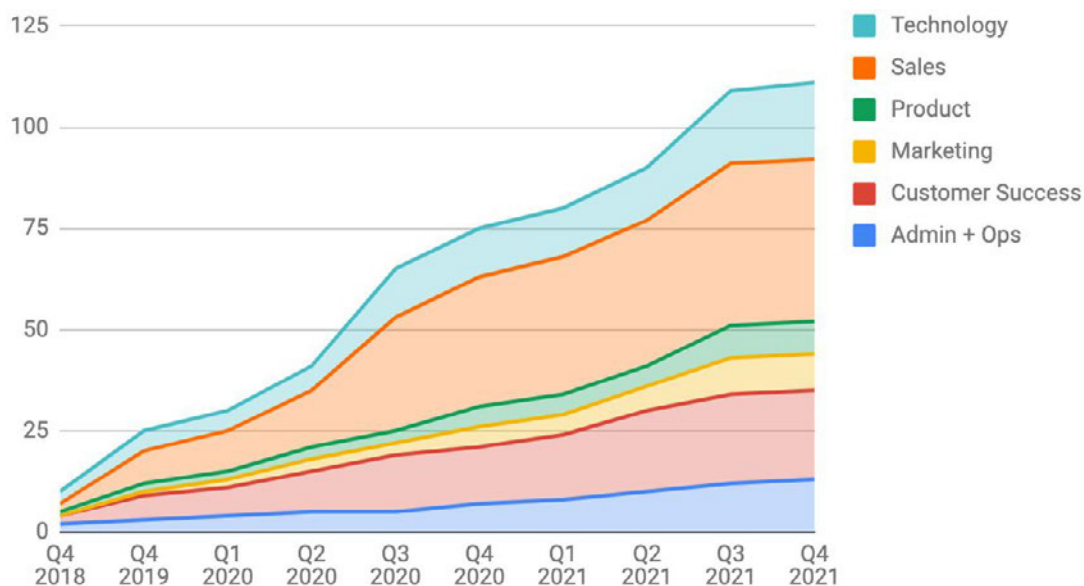
United We Tech.

Built In helps tech professionals stay on top of trends and news, expand their networks and carve out futures at companies they believe in.

Let's work together:

Select a market below!