

The Salesforce Platform

Talent Management— A Fresh Look at Recruitment





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The Salesforce Platform allows organizations to automate business processes while offering advanced analytics and intelligence. Talent management is an area this Platform makes significant and impactful improvements. Never before have organizations competed as hard, across sectors, to hire the right people. With the Salesforce Platform, next generation recruitment delivers what candidates expect—a connected, seamless experience that, not only gets them excited for their role, but also helps them shape a longer-term career.

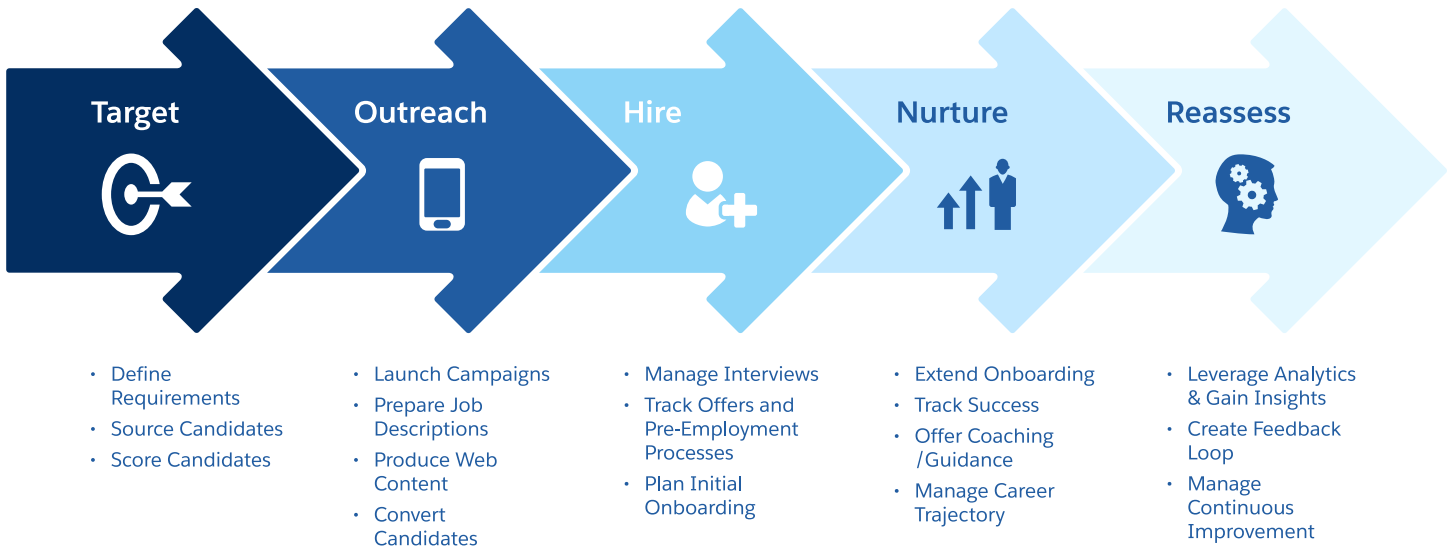
Recruitment now takes the long view

All organizations need to identify and hire individuals with specific skills and then help them onboard. Examples include:

- A Fortune 50 tech company seeking the best and brightest
- A military branch searching for unusual talent for a specific mission or goal
- A higher education institution leveraging a summer feeder program to attract higher quality applicants

In every case, organizations need to quickly find the right people, connect with them in meaningful ways, determine fit, and persuade them to join. Organizations that stand out make the recruitment process easy, paperless, and mobile in order to reach candidates on their preferred channels.

Recruitment does not end with an offer. Onboarding and nurture programs greatly influence productivity, continual development, and satisfaction. While HR departments traditionally have owned onboarding and employee programs, retention improves when recruitment teams stay informed of candidate success. **Forward-thinking companies now extend the participation of recruiters post-hire. Comparing actual career success against assumptions made about candidates helps organizations validate how they score targets, helping them refine their hiring process.** The evolved recruitment life cycle shown in the diagram below.



While Nurture and Reassess are not normally found in standard recruiting processes, monitoring individuals over time helps organizations understand career velocity, staff contributions, and the effectiveness of onboarding, training, and retention programs.

Digital transformation of talent management systems offers new insights for organizations to align recruitment to mission needs. With the right Platform, tools, and data, organizations ascertain whether the attributes for which candidates were recruited (test scores, degrees, previous experience, physical attributes, and recommendations) are appropriate and relevant. Predictive analytics help organizations understand the most important factors for candidate success.

Salesforce’s talent management Platform—high-level architecture for recruitment

With the Salesforce Platform, organizations easily create intelligent recruitment solutions. Using pre-built “clouds,” or Software-as-a-Service (SaaS) solutions, the Platform provides a unified experience for recruits, from learning about a

position to joining the organization. Service Cloud provides the main user interface for daily users, supplies the database backend, automates business processes and holds the workflow rules. Community Cloud serves as a secondary “skin,” allowing candidates, recruiters, and other users to interact with Service Cloud in specific ways. Marketing Cloud allows HR and recruitment teams to design and run email and social media campaigns (configuration shown in the diagram below).

In a typical solution, only a small number of users need full Service Cloud licenses to manage the system and candidate data. For candidates and other users, Community Cloud provides information and allow actions, like submitting referrals. Community Cloud is optionally licensed in a per-login mode with proven cost efficiencies for most scenarios. The architecture diagram lists other out-of-the-box services and capabilities provided by Salesforce. These built-in capabilities reflect the maturity of the Platform, reinforcing why Salesforce is considered a leader in [Gartner’s Magic Quadrant for CRM Customer Engagement Center](#) for the 10th consecutive year.

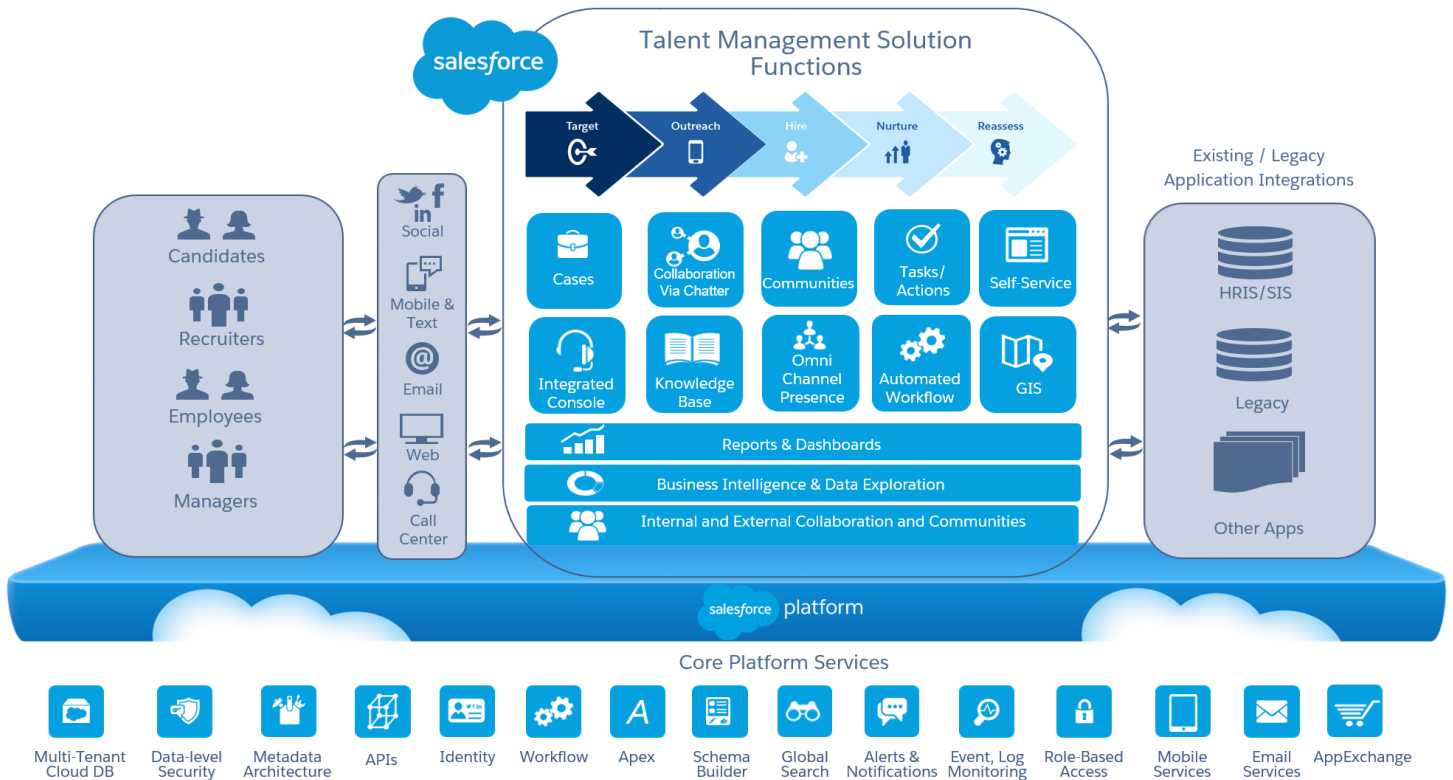


Figure 1. Typical Service Cloud and Community Cloud configuration for recruiting

Building Intelligence into Recruitment

Target

- Define Requirements
- Source Candidates
- Score Candidates



Different types of organizations target high-potential candidates in a variety of ways. Commercial organizations tend to rely on social media, job fairs, university outreach, job postings, and traditional person-to-person recruiting. Higher education institutions buy lists from one or more services. Military agencies recruiting for specialized positions often use internal databases as a primary candidate pool. The military meets core service-entry recruitment using marketing tools, social media, active recruiters, and advertising.

All organizations choose candidates based on a set of ideal attributes. Within the Salesforce Platform, candidates may be viewed as “leads.” The leads may be scored using attributes, enriched by source data in a process, called “lead scoring.” Organizations may search, sort, and prioritize lists to feed the next phase, Outreach.

Outreach

- Launch Campaigns
- Prepare Job Descriptions
- Produce Web Content
- Convert Candidates



During Outreach, campaigns are designed and launched to drive awareness and attract candidates. Campaigns may involve advertising, email, social media, and/or events. Salesforce has sophisticated tools, such as Marketing Cloud and Pardot that manage email campaigns, support

candidate engagement, and score leads. Salesforce also has out-of-the-box email functionality in Service Cloud that supports organizations with basic recruiting communication and marketing needs. Similarly, Community Cloud offers simple landing pages for individuals to begin the application process. From there a pre-screening process may be initiated with a go/no-go recommendation to further engage candidates. If a candidate meets initial criteria, a process may initiate that provides them access to a credential-controlled environment to apply for a role.

Hire

- Manage Interviews
- Track Offers and Pre-Employment Processes
- Plan Initial Onboarding



This is where the “magic” of process automation happens. Hiring a new staff member triggers a wide array of required actions, like interviewing candidates, extending offers, completing paperwork, and issuing technology. The entire hiring process may be digitized on the Salesforce Platform. Forms may be enabled with logic to improve the accuracy and completeness of submissions. Paperwork may be eliminated with pre-populated online forms and e-signature functionality.

HR departments may use the Platform to track and engage candidates and new hires, and even provide personalized guidance. Candidates and new hires may use the system to stay informed, track progress during each step, and receive alerts. Intelligence may be used to alert HR staff when matches occur between applicants and open positions. Recruiting teams and HR departments may utilize applicant data to re-evaluate candidates and potentially include them in outreach or possible “second-chances.”

Nurture

- Extend Onboarding
- Track Success
- Offer Coaching / Guidance
- Manage Career Trajectory
- Engage



Nurture is where modern recruitment diverges from traditional. By tracking performance against recruitment decision criteria, training investments, and other employee contributions, organizations gain insights into how recruitment impacts mission (which may be positive or negative). If the new hire, service member, or student is not thriving, organizations may analyze data to understand why and intervene in targeted ways.

Recruitment and talent management data offer great value, only if the right Platform enables analytics and visualization. For instance, companies may want to measure correlation between community engagement and productivity. Military agencies may analyze the probability of different types of candidates leaving within five years of service. Higher education institutions may want to develop metrics that compare the cost of an education to the career velocity and earnings of graduates. In addition, the Salesforce Platform makes it easy for organizations to engage alumni for business development, networking, and fundraising.

Reassess

- Leverage Analytics & Gain Insights
- Create Feedback Loop
- Manage Continuous



Companies that take the time to track and measure and keep data on the employee journey have a distinct advantage. The rise of analytics, which is advancing rapidly due to artificial

intelligence (AI) and machine learning, is changing the game. Salesforce is building AI into the core Platform, so that organizations may make data-driven talent management decisions.

Organizations now ask questions like, “How long do candidates with college degrees, some prior experience, and strong technical skills stay with our company?” Per the discussion on higher education above, a question like “How does the average graduate career velocity for my institution compare with the competition?” Organizations that purposely design their recruiting process to collect this type of data will be more informed, and more successful. They will be able to adapt their

recruitment function faster to changing market conditions and company needs. Ultimately, they will be able to recruit more qualified candidates, make better hiring decisions, and advance their strategic goals and mission.

Summary

Salesforce is a powerful Platform that may be used to streamline recruitment. Architected properly, it has current and future potential to digitally transform the recruitment function and talent management as a whole. Organizations looking to be on the leading edge of talent should consider a Salesforce solution.

About Salesforce

Salesforce transforms government agencies and their industry partners into highly connected, efficient, and productive organizations. The Salesforce Platform accelerates transformation to deploy solutions with a multi-tenant cloud infrastructure that meets security and compliance requirements.

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About HigherEchelon

HigherEchelon, Inc. (HE) is a Human and Organizational Performance consulting firm with offerings in leadership, technology, engineering, and organizational development to both public and private sector clients. As such, we work at the intersection of leadership and technology to help organizations overcome their challenges and reach full potential by optimizing the output of people, processes, and tools.

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