



# HOW TO DEVELOP YOUR LEGAL TALENT PIPELINE



# Recruitment is changing.

The shortage of skills in almost every industry, combined with a growing need for new talent means that business leaders need to rethink their strategies.

According to a Bullhorn study in 2018, 41% of companies consider a lack of available talent to be one of their biggest challenges.

Depending on the role you're trying to fill, recruitment can be a time and resource-intensive process. One of the easiest ways to ensure you eliminate the gaps in your team quickly is to have people waiting in the wings to snap up your available roles and high-performing current employees developed and ready to step into a new role.

Enter the age of the Legal talent pipeline.

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# What is a Talent Pipeline, and Why is it So Important Today?

Skills gaps are widening in industries around the world. By 2030, studies suggest that the shortage of available candidates will rise to 85.2 million people. This equates to trillions in lost business opportunities.

One of the biggest changes we've seen from new trends in recruitment is that your employees now choose you. According to research, the market is 90% candidate-driven. Talent pipelining, or "relationship recruiting," allows companies to build professional relationships with both active and passive talent for the future.

By developing a talent pipeline, today's leaders can future-proof their businesses, and ensure they always have access to a robust, productive team.

With a Legal recruitment specialist to streamline your pipeline, you can tap into all corners of the talent landscape and attract people that you would never have found with traditional hiring methods.

The idea is that you don't just hire to fill the gaps, you develop a Legal pipeline built on relationships with a range of people -including those who might not be looking to change careers straight away. Around 73% of people today are "passive candidates."

As unemployment rates across the globe continue to fall, businesses need to shift from reactive recruiting to a proactive method. A talent pipeline isn't a short-term strategy. It takes time, and the support of an expert to get it right. However, the long-term benefits are well worth the investment.

## What are the Benefits of Creating your Talent Pipeline?

Organisations across the Legal landscape understand the need for a consistent source of well-vetted, reliable talent. A talent pipeline is a pool of potential employees that you and your recruitment agency continuously nurture and support.

Through recruitment marketing, relationship building, employer branding, and other strategies, you boost your chances of already having the right candidate in your network when a role opens up.

Regardless of their employment status, 90% of global professionals say that they're interested in hearing about new job opportunities. Including these individuals in your search, along with active candidates, is a great way to boost your chances of success.

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Some of the benefits of a talent pipeline include:

### 1. Identify More Candidates

In Legal, there's often much pressure to fill vacancies as quickly as possible.

The longer you have a gap in your team, the more you struggle with lost productivity, decreased employee morale, and disrupt projects.

With a talent pipeline, you're continually identifying candidates in your marketplace, so that when a space does open up in your team or department, you're not rushing to find the right fit. You'll have a selection of pre-vetted people that you have discussed with your recruitment partner, ahead of the event. This means that you don't need to settle for the most convenient hire or the person you can find according to a specific deadline.

You can even connect with graduate candidates that are still developing their skills. By the time you're ready to hire, you may have a relationship with one of the most impressive up-and-coming people in your space.

### 2. Reduce Time To Hire

A further benefit of having a proactive talent pipeline is that you'll already be one step ahead in your recruitment process. You won't need to start from scratch searching for candidates. Instead, you and your Legal recruitment agency will have already sourced ideal people for your team.

Because you're not rushing to fill any gaps, you'll also have more time to strategically measure how the candidate fits within your company. This means taking the time to ensure that each person has the personality and attitude to suit your company culture, as well as the skills to get the job done.

### 3. Increased Offer Acceptance Rates

The consistent and proactive approach you take to recruitment will mean that you can build positive relationships with potential candidates over time. The more they get to know your organisation and what it can offer, the easier it will be to convince them to say "yes" to your available position.

Additionally, because the people you're appealing to aren't rushing to accept a job offer, they'll be more likely to stick around for longer. There's a reduced chance that they'll regret their decision and jump into a new role. Instead, they'll know exactly what they're going to get from your company, and they'll be excited to get started.

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#### 4. Build Your Employer Brand

Finally, a talent pipeline process is very focused on candidates. This means that it concentrates on meeting candidate needs and delivering the experiences that they're looking for.

The more you reach out to potential employees, answer their questions, and support them through two-way conversations, the better the perception of your brand will become. You'll begin to improve your reputation as a credible career partner, which means it will be easier to attract professionals in the future.

## Ensure Your Employer Brand Attracts the Talent You Want

Talent pipelines rely on the relationships you build with potential candidates.

Because of this, your employer brand is more crucial to your success than you might think.

An employer brand, or the reputation you have for candidates in your industry, dictates what kind of people will apply to be a part of your network. Because, with a talent pipeline, you want people to remain in your community for the long term, it's essential to make sure that you have a compelling and attractive identity.

With a centralised talent pipeline, you appeal not only to skilled people looking for a career move now but also passive candidates too. Your employer branding acts as marketing for your business, showing people what they can expect from a job with you.

To ensure your employer brand is suitable for building a talent pipeline:

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## 1. Develop a Target Candidate Persona

When you're creating a talent pipeline, it's essential to be aware of the kind of people you want to attract. You know you want a range of people within the Legalspace, but what kind of skills and knowledge are most critical to you?

Think about:

- The skills you'd like to recruit for both now and in the future
- The personality or attitude of the people who would fit well into your company culture
- The values or expectations that would define a great candidate

Knowing what kind of people, you want to have access to going forward will make it easier to adjust your employer brand to appeal to the right candidates. For instance, if you know you're searching for Legalemployees in search of challenges and new opportunities, you can use your website to show off the development options you offer, and the latest accomplishments your current employees have achieved.

## 2. Define your Employee Value

Another critical component in your employer brand is an "EVP," or employee value proposition. This is your answer to the question: "Why should someone work for you?". Sometimes, finding the answer to this question means speaking to your existing employees and asking them what convinced them to join your team.

Other ways to track down your EVP include conducting stay or exit interviews, searching through reviews online, or speak to your specialist Legal recruitment company.

For instance, leading tech company, Google promises its employees that they'll "do cool things that matter"; what might your EVP say?

## 3. Create a Content Strategy

Once you know what kind of employer brand you want to share with the world, the next step is to create a content strategy that highlights your identity. Although you can't always control your reputation in today's world, creating regular content is one of the best ways to impact how people think about you. For instance:

- Ask employees to share positive experiences online about working with your business. Maybe they learned something new because of you, improved their skills, or accomplished a life-long goal.
- Share blogs and case studies about your team development opportunities, the bonding exercises that you support at work, and more. Show people what it's like to work with you.
- Let people get to know you better over time by sharing information on social media and making sure that you have a voice online. The more your candidates can interact with you, the more they'll begin to trust you.



# How To Empower Your Current Team

Remember, building an effective talent pipeline isn't just about recruiting new people.

Although it's crucial to connect with as many relevant candidates as possible, don't forget about the benefits of your existing Legal employees. After all, your current team is one of the most valuable assets you have.

Empowering and developing your existing people will allow you to build a stronger company culture, which attracts the right kind of talent to your organisation in the future.

Some of the ways that you can build on the benefits of your existing team include:

## 1. Implement an Exciting Development Program

Make sure that you're always giving your staff room to grow. The Legalspace is continuously evolving and if you want to stay ahead of the curve, you need to empower your workforce. Implementing a development program is a great way to do that.

Remember to offer different kinds of training, including in-person courses, digital lessons and more, to suit a range of people with varying styles of learning. Additionally, your development programs might include mentoring and coaching programs too.

Once you have your development strategies in place, make sure that you're always sharing information about it as part of your recruitment content marketing plan.

## 2. Reward and Recognise Your Employees

Another excellent way to ensure happy and satisfied employees are to make sure that you recognise your team.

Acknowledging employees when they go above and beyond for your business will make them feel they are a more critical part of the team. This also encourages them to advocate for your employer brand by sharing their positive stories online.

As well as boosting branding opportunities, rewarding your team also improves the chances that your people will want to stay with you for longer. This means that you don't have to dive into your talent pipeline as often to replace people who decide to leave.

## 3. Give Your People a Voice

Remember, your existing team is one of the most valuable assets you have when attracting people for your talent pipeline. The individuals who already work for your company can offer a behind-the-scenes insight into what it's like to work at your organisation.

Make sure that your staff has a voice that they can use to share their experiences with the world. Make it clear to your Legalemployees that they can always act as brand ambassadors on your behalf, by sharing positive reviews or leaving comments on social media.

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Encourage behind-the-scenes social media posts about their workdays, and consider asking them to take part in referral programmes. Your existing people may be willing to tap into their networks and offer up people who are ready to join your talent pipeline.

## How To Develop Your Talent Pipeline

Ultimately, a talent pipeline is an ever-evolving collection of people who may become a part of your team in the future.

These people aren't there to immediately replace people or fill gaps in critical positions that already exist. Instead, they ensure that you can always track down the talent you need when you're ready to develop your organisation.

Building a talent pipeline means proactively creating long-term relationships with candidates who share the same cultural values as your company and offer the right skills.

You'll need to work with a Legalrecruitment company to switch from a reactive recruitment model to a proactive strategy.

### Step 1 - Understand What You Need

First, you need to determine what you need from a talent pipeline. Who are your critical employees and what kind of skills are most crucial to your organisation? What kind of people will you need to achieve the next steps in growing your business? What might your future hold?

When Disney World company performed this exercise, they found that their most crucial staff were the street sweepers that offered excellent customer service and gave visitors helpful information. The organisation then built a talent pipeline based on helping them to get more customer service experts.

Ask yourself what kind of employees you'd need to replace immediately if they left, and what sort of people you would like to have in your network, just in case. Consider the strengths and development areas that you have as a company today, and how you can use talent to build on the strengths and eliminate the problems.

For instance, like Disney, you might be great at customer service and want your talent pipeline to maintain this. However, you might also be looking for ways to improve your product development and people management pipelines too.

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## Step 2 - Attract the Right Talent (passive and active)

Attracting the right kind of people to your business is crucial. You'll need candidates that don't just fill your skill gaps, but also fit within the company culture that you're trying to build.

Remember that a significant portion of your talent pipeline today will be made up of passive candidates. These are the people who are interested in hearing about new opportunities but may not be actively seeking a new position. Interacting with active and passive candidates, as well as referrals and recommendations from your existing employees will give you a more diverse talent pipeline to work with.

Some companies will even benefit from interacting with graduates and up-and-coming employees that have yet to fully develop their skills. In many industries, these people can end up being the business leaders of tomorrow. When looking for the right talent, search through:

- Networking events: Use these as interactive opportunities to engage with potential candidates, and even ask them questions about the kind of employee they might be.
- Social media: Channels like LinkedIn offer professional groups and networks where you can find people who match your company's values and needs ideally.
- Specialist recruitment campaigns: Working with a Legalrecruitmentteam will help you to find some of the most valuable potential employees on the market. A recruitment company will ensure that every person in your talent pipeline is ideally suited to your needs.
- Existing contacts: Ask your employees and coworkers to refer people to your talent pipeline who might be ideal for a future role.
- Graduate campaigns and apprenticeships: Don't be afraid to explore the talent of tomorrow with academics taking their first step into the field.

## Step 3 - Make Life Easy for Applicants

When you've got a list of potential people ready to join your team, and an employer brand that convinces them they want to connect with you, take the next step as simple as possible.

Currently, only 35% of Fortune 500 companies have mobile-friendly career sites, in a time when recruitment is more digital than ever. If you want your talent pipeline to continue growing and thriving in the years ahead, then you need to make it easy for people to stay connected with your team.

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Make sure that you've got a recruitment company on hand who can help you by continuing to search for potential candidates while you're busy running your business. Ensure that you have a mobile-friendly website, and a presence on social media to appeal to the digital job market.

There are other ways that you can make life easier for your candidates too. For instance:

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Make sure you have a website packed full of information about your employer brand, the opportunities that you have to offer, and your job vacancies.

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Write easy-to-read job descriptions that are brimming with the keywords and phrases your legal candidates will be looking for.

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Plan an effective interview process with a trained HR manager who knows how to ask engaging competency-based questions.

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Ensure you stay in touch with your network through regular email newsletters, messages on social media and other correspondence.

## Step 4 - Track Success and Failures

One thing that all legal business leaders need to remember is that the industry is changing. Thanks to the digital revolution, the rise of new employment trends, and changes in recruitment strategies, it's essential to make sure you're always one step ahead of the competition.

A talent pipeline isn't a set-and-forget strategy. Instead, you'll need to work with experts like recruitment companies to make sure that you're having the right impact on your target audience. For instance:

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Have a plan in place to make sure that you're attracting the latest skills and talents that you might need to your pipeline.

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Ensure that you're keeping track of your employer brand and reputation by checking out online reviews and general attitude towards your company.

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Conduct stay and exit interviews to find out why people join your team, and what causes them to want to leave ahead of schedule.

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Speak to the people in your talent pipeline to determine what they like most about your company and why they want to work for you.

It's even worth speaking to your existing employees regularly so you can keep an eye on whether your company culture is changing, or whether you might need things from your talent that you didn't consider before. For instance, you might discover that your team would like more managers on board, or that they prefer mentorship opportunities to traditional lessons when it comes to development.

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## Step 5 - Get the Right Help

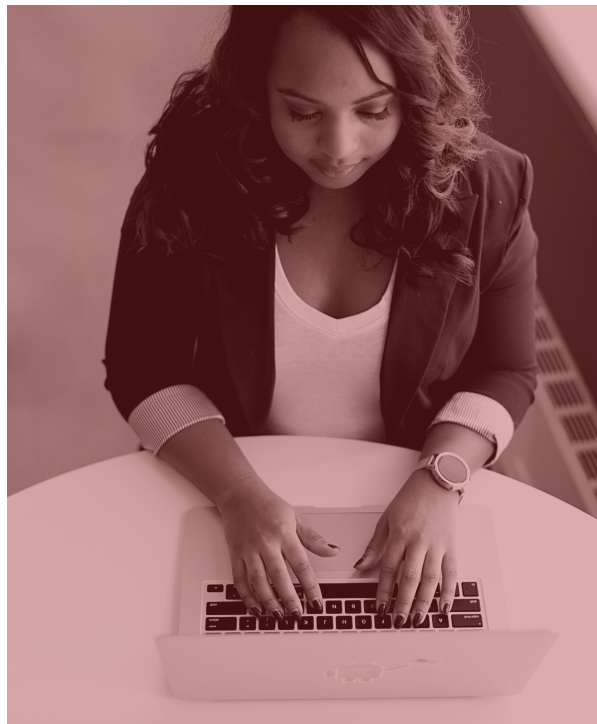
Finally, because the industry that you're in is always changing, it's important to remember that you might need a little support to stay ahead of the curve.

Professional recruitment agencies are a vital addition to any talent pipeline strategy. They know how to build strong and resilient relationships with the candidates that you need to develop your team. These professionals can also guide how you might be able to develop your employer brand for a better chance of attracting the right people.

With a Legal recruitment company on hand, you'll:

- Have access to the latest information about your industry and the kind of talent that may help you to thrive.
- Be able to reach out to professionals from a range of backgrounds and convince them to join your talent pipeline.
- Have support in designing attractive job descriptions and employer content strategies that will benefit your employer brand.

A talent pipeline is a long-term strategy that requires a lot of work and patience. However, with a specialist Legal recruitment agency, you won't have to do everything alone.



## Start Building Your Talent Pipeline

A talent pipeline is an excellent way for today's businesses to overcome skill shortages.

With a network of engaged and interested people, ready to join your business, you'll ensure that you always have candidates on-hand to fill important roles.

Talent pipelines reduce your time to hire, improve the quality of the employees that you get, and even allow you to strengthen your employer brand.

Just remember that you don't have to build these strategies alone. An experienced specialist recruitment company is precisely that; experienced in your market and with a network of potential candidates ideal for your organisation.

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## CLAYTON LEGAL

We understand that while talent is your greatest asset -it can also be your scarcest resource -which is why you need a recruitment partner with the market expertise, insight and network to deliver the right people at the right time.

Clayton Legal has been partnering with law firms across the country since 1999 and during that time has built up an enviable reputation for trust and reliability.

We provide an experienced and credible voice in the market by being able to demonstrate a detailed knowledge of the legal sector's talent agenda. Talent is all about people and just like you, our consultants are true experts in their field with a real drive for excellence which informs everything they do.

From Partners and Associates through to Solicitors, junior fee earning positions and support staff, Clayton Legal is the only name you'll ever need -and what's more -we are nice people to do business with!

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**CLAYTON**  
**LEGAL**

Trinity House  
88-96 Market Street West  
Preston  
PR1 2EU

T: 01772 259 121  
E: [enquiries@clayton-legal.co.uk](mailto:enquiries@clayton-legal.co.uk)  
W: [clayton-legal.co.uk](http://clayton-legal.co.uk)