

Occupop's Comprehensive Guide:

Build a Scalable
HIRING STRATEGY
for Success.

occupop

Introduction

BUILD A SCALABLE HIRING STRATEGY FOR SUCCESS

Irrespective of the size of your company, whether you are just starting out or you are a large multinational, having a well-documented hiring strategy that is scalable and repeatable will pay off in all aspects. You will have clear insights on who you need to hire, the ideal candidates and the steps needed to hire the best people for your business. In turn, this results in more clarity for HR & hiring teams, an improved candidate experience and a reduction in recruitment costs.

Our guide will take you through the planning and steps needed to create a successful hiring strategy that can grow as you grow. What we will cover:

- ⚙ Establishing company goals
- ⚙ Creating a candidate persona
- ⚙ Job description best practice
- ⚙ Ensuring diversity is part of the strategy
- ⚙ Understanding what recruitment channels work for you
- ⚙ Pin-pointing and removing interview process bottlenecks



Establish Company Goals & Hiring Requirements

It's vital to know your company goals and objectives before you can create a strategy and start hiring the people that are going to help you achieve these goals. Start by sitting down with department heads and establishing what the immediate, short term and long term goals are for each part of the business. Ask the same questions of each department head. Some example questions include:

- What area is your department planning to grow in?
- What current skill sets are needed for this department to achieve growth?
- How many hires will you need to make to close this gap in skills?
- How have your department hires performed to date?
- Do you think that the company is hiring the right culture add for our company?



In light of COVID-19 what you need as a business now may have changed, therefore who you hire, your hiring strategy and the messaging to attract these individuals will need to be adapted also.

The World Economic Forum recently published an article on industry 'preparedness' and returning from COVID crisis. It listed industries in a range from 'highly resilient, highly prepared' i.e. tech SaaS companies to 'unprepared, less resilient' i.e. aviation. It then broke out the suggested strategic focus, people focus and key people messaging to attract talent. Use this list as a guide when creating your revised company goals and focus.

Once your department interviews are completed and the strategic focus is clear, create a hiring table broken down by department/quarter/average cost-per-hire (CPH) & number of replacement hires. Example below:



Department	Q1	Q2	Q3	Q4	Average CPH	Replacement of Leavers	Total Spend
Marketing	0	2	1	1	£5,000	1	£25,000
Sales	4	2	3	2	£2,000	3	£28,000
Support	1	0	0	1	£1,500	2	£6,000
Technical	0	0	1	0	£10,000	1	£20,000

This will give you good foresight into the immediate recruitment needs for the business and the budget required. It should be repeated for longer term goals and also reflected back upon at the end of every quarter to ensure the numbers are being met and the strategy is accurate. If you want to learn more about CPH and setting budgets, read our guide [here](#).

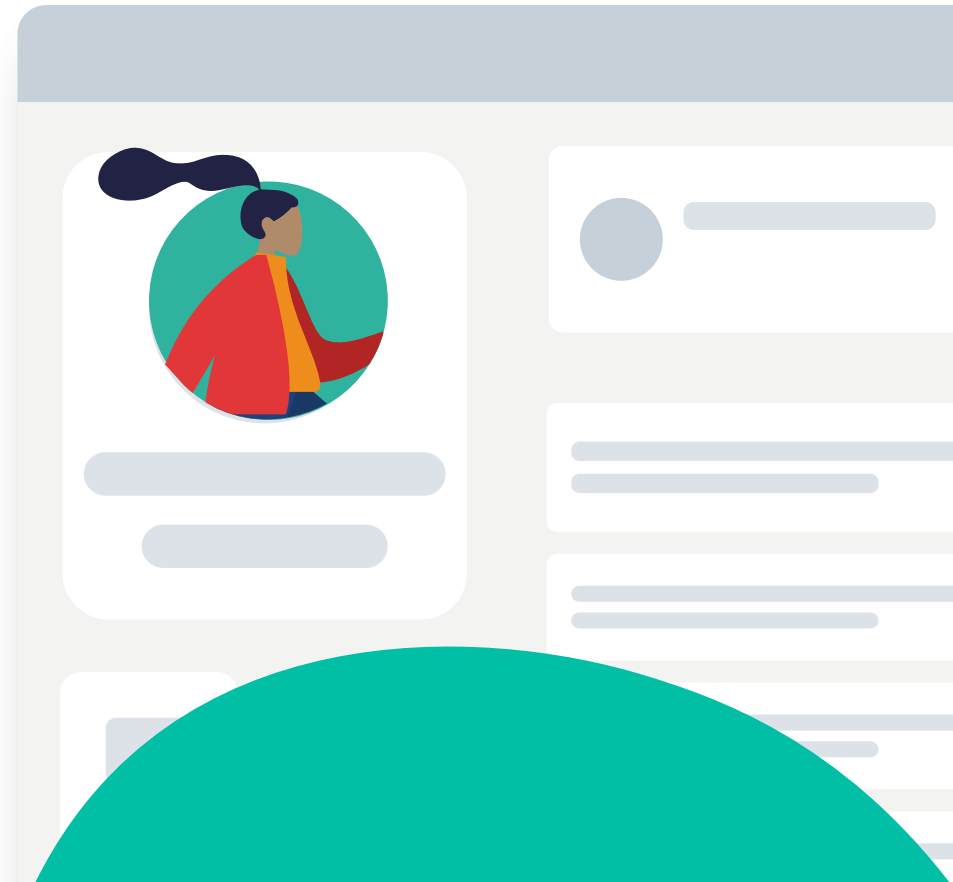
Create a Candidate Persona

A Candidate Persona is a semi-fictional representation of your ideal candidate or hire, based on data from previous hires.

In order to make confident predictions about what qualities it takes to thrive within your company, use the employees and the data you have. This information will help you collect from these profiles help you find patterns for specific skills, experience and personality traits that are most important in a candidate.

Real-World Example: Part of **JetBlue**'s recruitment process involves evaluating candidates based on the candidate persona that the hiring team created for a successful flight attendant. Through the use of psychological assessments, structured interviews and work samples, they look for a candidate that possesses eight target traits from this persona.

For a long time, the hiring team agreed that one of the traits of their candidate persona was “nice.” However, when they analysed their customer feedback data, they found that employees who were “helpful” out-performed those who were “nice.”



Once **JetBlue** altered their candidate persona based on the customer feedback, they noticed:





- ✓ Higher employee engagement and retention
- ✓ Fewer employee absences
- ✓ An increase in their customer satisfaction score

Create a candidate persona in 3 easy steps:



1. Gather insights from your department heads & business leaders.

The main source of insight on ideal candidates should come from the department heads. Add in these discovery questions in addition to the questions about business goals and recruitment requirements, as mentioned in the previous chapter. The persona for each department will be different but the questions should follow the same format. Questions should be based on these four areas:

-  Technical skills
-  Soft skills
-  Culture & values
-  Growth & progression

Once they have answered these questions, ask them to nominate employees who meet their ideal candidate persona.

2. Learn from high performing employees.

Once you have discovered your top performers and why they make ideal employees, look at their employment records and data around their hiring to see if there are any commonalities. Most importantly, talk to them about their experience working with you. Ensure you cover all areas of the employee experience, as not only will this help you form a candidate persona but it will also feed into monitoring and managing your company culture and engagement strategies.

Now is also a super time to record testimonials and ask for employee reviews on sites like **Glassdoor**. These employees are your advocates, so make sure to empower them to promote your company.

3. Utilise HR data to discover trends.

There is a wealth of data and metrics that can be used to create a profile of the ideal employee. Use metrics on employees that perform well, comparing the hiring metrics with the employee experience data to discover if there are common trends. Some metrics we suggest include:

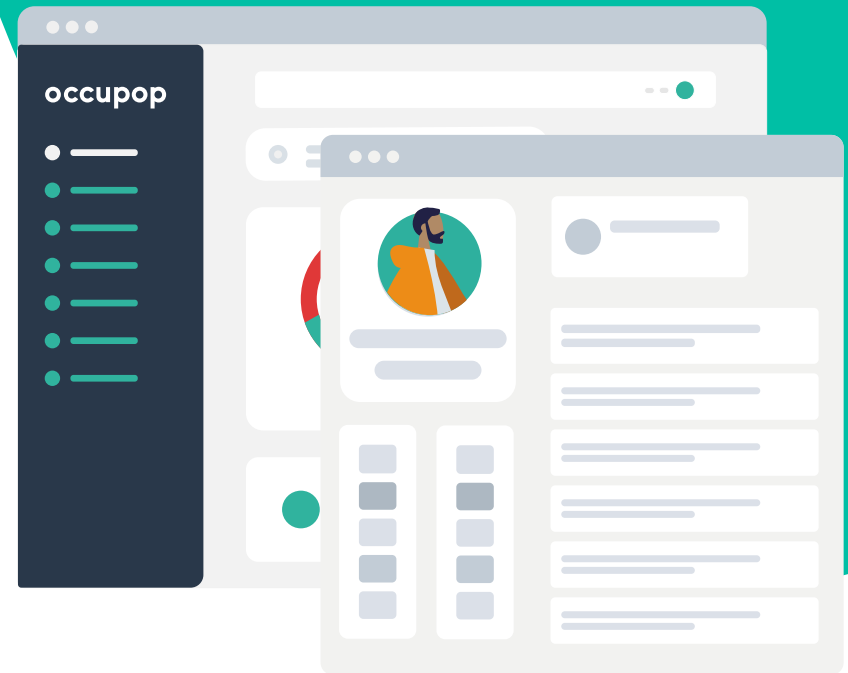
CV source: is there one source that brings in better quality candidates.

Time-to-hire: generally a shorter time-to-hire indicates fit and candidate buy-in.

Perks & benefits package: are there common perks or benefits that these ideal employees look for.

Employee engagement feedback: an engaged employee is a happy one generally speaking so look at how well they interact with company initiatives and strategies.

Once you have all this data, create your candidate personas for each department, sharing these with department heads. These personas should be referred to throughout the entire recruitment process and be updated frequently. **Interview new hires after 60 and 90 days to establish new trends and monitor the accuracy of the personas.**



Revise & Optimise Your Job Descriptions

Creating a streamlined job description template is a key area when building a scalable hiring strategy. It establishes all the standard areas that should be covered but also creates a format that all departments should follow to ensure you are attracting the best quality candidates i.e. the wording used, the job requirements listed and the benefits offered.

Your job descriptions should demonstrate that you understand your candidates and that you are a great place to work. This is also the prime opportunity to establish transparency by outlining your salary and hiring process, leading to a better candidate experience from the start.











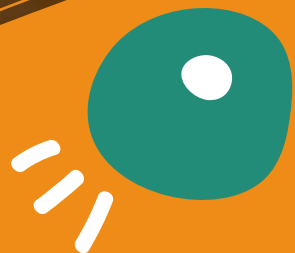
Including a more holistic benefits package that is based on what your current workforce want and need will demonstrate your understanding of what individuals need to be happy and successful in your company. Some benefits include:

- 🗨 Flexible working schedules.
- 🗨 Paid-paternity & partner leave.
- 🗨 Individual led learning & development opportunities.

Create a word document template with each section broken out and a clear explanation on what should be included.

What should be standard on all job descriptions:

-  Company values
-  Employee Value Proposition (EVP)
-  Diversity & Inclusion (more on that in the next section)
-  General benefits
-  Day-to-day job role & responsibilities
-  What is needed to be successful
- consider using this sentence instead of 'requirements' and only include necessary requirements
-  Salary
-  Hiring process timeline







Ensure that Diversity is Part of the Strategy

It has been proven over and over again that a more diverse workforce is beneficial for businesses in all senses; innovation, productivity and revenue. We recently created another guide to help you create and implement a diversity & inclusion strategy in your workplace, you can download this [here](#). In the guide we cover the following topics:

1. Tackle bias company-wide
2. Focus on culture add
3. Revise your job descriptions & benefits packages
4. Use technology to improve diverse candidate selection
5. Form a D&I Council
6. Implement D&I employee networks
7. Be transparent about diversity & inclusion goals

One area to focus on at the recruitment strategy level and is tied into the previous chapter, is ensuring your job descriptions highlight your diversity and demonstrates to potential candidates that you are a diverse and inclusive place to work. Some tips to demonstrate this in job descriptions are as follows:

-  Highlight your company's diversity & inclusion mission at the start, ensuring that you highlight it is a top-down approach.
-  Remove any reference to gender.
-  Revise the use of certain words that can be off-putting for somebody to apply i.e. dominating, challenging etc. Include references to collaboration, teamwork and equal opportunities.
-  Ensure your careers page and social & professional networks demonstrate your diverse and inclusive culture.



Work with the Channels that Work for You

The value of a well considered recruitment strategy is that you will immediately see return on investment in terms of money saved and candidate quality. There is no point being on every job board or recruitment channel if they're not performing for you and conversely, only relying on one job channel and assuming all your best candidates are there is potentially causing you to lose out on great opportunities.

Do your homework with hiring and retention metrics and discover which job channels performed best. Here are some calculations to help you work this out:



CV Source

The number of job applicants per source
$$\frac{\text{The number of job applicants per source}}{\text{The total number of CV's}}$$

Average Time-to-Hire

Average number of days the fill a role [for set period of time]
$$\frac{\text{Average number of days the fill a role [for set period of time]}}{\text{Total number of hires within that period}}$$

Candidate Selection Ratio

No. of applicants who progressed from X interview stage
$$\frac{\text{No. of applicants who progressed from X interview stage}}{\text{Total number of applicants originally in X interview stage}}$$

Job Acceptance / Offer Rate

Total number of job offers accepted
$$\frac{\text{Total number of job offers accepted}}{\text{Total number of job offers made}}$$

Candidate Drop-off Rate

No. of candidates at final stage
$$\frac{\text{No. of candidates at final stage}}{\text{Total number of candidates at each stage}}$$

Some additional metrics that are useful to measure include:

- ⚙ Recruitment marketing campaign data
- ⚙ Recruitment event success
- ⚙ Diversity of candidates per CV source
- ⚙ Hard & soft skill capabilities per CV source
- ⚙ Application completion rate



Companies should also be tracking employee experience and retention rates, monitoring the source of where your best employees came from. This should also be taken into account when considering the budget for certain channels. Some ways to measure this are as follows:

Stay interviews: interviews with employees after their first 6 months to see how they are performing, the expectations vs reality and discovering areas that could potentially cause an employee to leave.

Retention rate calculation: $\frac{\text{No. of employees on the last day of a set period}}{\text{No. of employees on the first day of a set period}} \times 100 = \text{employee retention rate.}$

Exit interviews: ensure you create a format and repeatable process for all exit interviews allowing you to obtain insights around culture, managers and benefits.

Pulse/ongoing surveys: companies like **Peakon** offer excellent software that allows you to receive ongoing feedback from your employees.

Onboarding engagement: implement a monitoring and review process for your onboarding programmes to gain insight into its buy-in and effectiveness.

Knowing these metrics will give you an excellent indication of where you are getting the best results and will allow you to create a strategy that focuses on these channels and apportion your budget accordingly. It is important to review these metrics and this strategy on a regular basis as quality and volume might slip over time.

Incorporate the Must Have Job Channels

Social & professional networks, careers pages and employee referral programmes have been shown in all industries to be extremely effective sources of quality candidates so should be considered as must haves in your hiring strategy.

1. Employee Referral Programmes

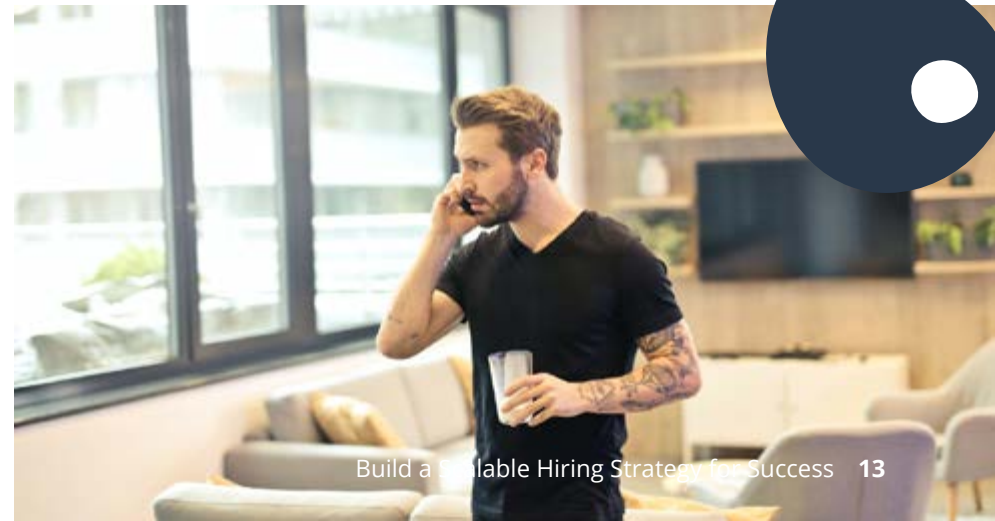
According to the 2018 Recruiting Trends Report by **Entelo**, **78% of talent professionals report that employee referrals are their most successful source of hires**. This is because hiring referred candidates has been proven to reduce your time-to-hire and improve your retention rate.

2. Social and Professional Networks

A study by the **Aberdeen Group** discovered that **73% of millennials found their last position through a social media platform**. With their constant increase of users and features, sites such as **LinkedIn** and **Facebook** are becoming crucial for sourcing both active and passive candidates. These platforms are also where companies can demonstrate their brand and values to their ideal candidates.

3. Company Website




Careers pages on company websites accounted for **94% more hires** in 2015 than in 2011. This is because more candidates are doing background checks on employers, as opposed to the other way around, and careers pages are the best sources of an organisation's employer brand and company culture.



Streamline the Entire Recruitment Process

With so many people generally involved in the hiring process, no recruitment process is without its bottlenecks. But by identifying and resolving continuous areas that slow down the process, you will significantly improve your candidate experience and reduce your time-to-hire.

Start with looking at your team collaboration and how the team communicates:

-  Who is doing what?
-  Is everything centralised?
-  Is the process GDPR compliant?

Next, use the hiring data mentioned in chapter 3 to help identify the exact areas where there are issues.

Create a clear team organisational structure and standardised ways of communicating as this significantly helps teams streamline the process.

We suggest breaking down your HR team structure as follows:

- 1 team member to ensure all job descriptions are streamlined and posted.
- 1-2 team members to review CVs, shortlist and schedule first round interviews.
- 1 team member to carry out first round interviews and liaise with hiring managers throughout the entire process. Known as the 'point of contact' for all jobs.
- 1 team member to carry remaining interviews.
- 1 team member to carry out background checks and candidate compliance.
- 1 team member to organise contracts, offers and documents.
- 1 team member to report on activity.
- 1 team member to ensure process compliance throughout.

That's a lot of team members! There will of course be team members who will manage multiple functions listed above but often there is a lack of clarity on exact ownership of jobs and often 1 team member is doing a large portion of the work. The value of creating a clear organisational structure is that there is complete clarity on who is doing what and allows for team members to focus on the areas designated to them i.e. upskilling on interviewing candidates.

The added value of having this structure is that hiring managers know exactly what the process is and who is their point of contact for each stage, avoiding unnecessary back and forth.

In addition to this, as part of your strategy, you should put in clear timelines for each stage and how each stage of the process will be communicated with departments and hiring managers, allowing for a more streamlined process. Remember that in accordance with GDPR, no CVs should be sent to others without consent and it is the responsibility of the individual who obtains the CV to ensure it is protected.

We have outlined stage one of the process below:

Stage 1



Hiring manager sends job description to 'HR team member 1' at least 3 hours before posting - ensuring job description template is followed.



'HR team member 1' reviews job description - ensuring job description template is followed.



'HR team member 1' posts to relevant job boards, social media and careers page.



'HR team member 1' ensures that all applicants give GDPR consent.

Workflow tools like **Miro** can easily help you clarify and structure your entire process from start to finish, ensuring that each stage is properly managed.

Key Takeaways

- Each department will have slightly different strategies so having a conversation with department heads at the start is vital.
- Use the data you have to drive your strategy.
- A hiring strategy is not created and then left, it should be revised on an ongoing basis.
- To implement a good hiring strategy takes a village - and a great recruitment software!

Creating a clear hiring strategy that is repeatable and scalable will allow you, the HR team and the wider business focus and better understand how you hire, in turn, creating a much more positive process for all involved. This strategy should be revised regularly, particularly as you grow.



Conclusion

Each step of your hiring strategy is hugely benefited by the inclusion of an applicant tracking system, like Occupop!

Occupop is a recruitment software built with your hiring needs in mind. With the help of AI technology, Occupop increases job exposure and removes recruitment admin, resulting in a reduced time-to-hire, improved hiring team collaboration and an enhanced candidate experience.

Book your free consultation with one of our recruitment experts today and see how we can help you hire the best people for your business.

[Book Your Demo](#)



occupop



occupop

Hire the Best People Build the Best Teams

