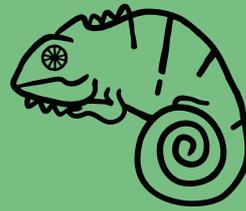


Talented



The Essential Guide To Hiring At Pace In 2022

More people are voluntarily leaving their jobs than ever before¹. And according to a recent McKinsey study, almost 50% of those who are currently in work plan to leave in the next 12 months².

Dubbed the “Great Resignation”, these figures highlight a growing trend: it’s a candidate’s market out there. The best candidates have many opportunities available to them, and companies are finding it more and more difficult to fill roles.

For those tasked with recruiting at scale in 2022, there are unique challenges to overcome. High-volume recruiters must find new and innovative ways of not only sourcing talent at pace, but sourcing the *right* talent to meet the needs of their organisation.

And the challenges don’t stop there: faced with large pools of candidates, talent acquisition professionals need to make sure they have the right tools and resources to shortlist effectively without leaving out qualified candidates.

Companies that are recruiting at scale can also face problems with ensuring their candidate experience remains strong — or the damage to their employer branding and reputation could be irreparable.

This is all without mentioning the knock-on effects that bringing large numbers of new hires onboard can have on an organisation’s culture, and the difficulty of ensuring diversity goals are met at a higher scale.

This guide will outline some steps you can take to make sure you meet your high-volume hiring goals without compromising on company culture, candidate experience, diversity, or quality of hire. We’ll cover the main challenges of hiring at scale against the backdrop of the War for Talent, the key metrics you should be tracking, and what you can do to make sure you meet your goals.

We’ll also share insights from some of Talentful’s clients who have successfully stayed ahead of their high-volume hiring demands, even during the pandemic.

¹ CBS News, 2022, The Great Resignation: Why more Americans are quitting their jobs than ever before

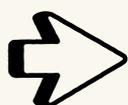
² McKinsey, 2021, Employee burnout is ubiquitous, alarming—and still underreported



The Challenges Of High-Volume Hiring In 2022

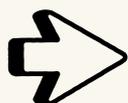
Whether you're working on a company restructure after a merger or acquisition, building a team of contractors for a special project, or just need a year-round pipeline of quality candidates, hiring at scale is not for the faint of heart.

Here are some of the key challenges:



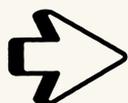
Understanding the key roles to hire for

Talent acquisition leaders need to fully understand the roles they need to fill, but hiring managers and other stakeholders are not always clear on what they need.



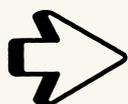
Sourcing large pools of qualified candidates

With many companies struggling to fill roles, it's a competitive market for the top talent. Recruiters and talent leaders need tools to help them source enough candidates for the seats they need to fill.



Shortlisting candidates

When faced with a huge amount of data, recruiters need tools to help them sort the wheat from the chaff (without inadvertently missing out on qualified candidates).



Optimising the application process

In this applicant's market, the top-quality candidates are simply not going to waste their time filling out long and tedious applications, so companies must adapt their processes.



Working with inefficient recruiting tools and/or a limited hiring team

In fast-growing companies, the initial period of growth can be challenging for your talent function, and the first step is understanding where you're going wrong.



58%

of hiring decision-makers say a lack of qualified candidates is their #1 challenge³.



The average length of the interview process is 23.8 days in the US and 27.5 days in the UK⁴.

71%

of applicants would abandon an online application if it took more than 15 minutes to complete⁵.

³ Jobvite, 2020, 2020 Recruiter Nation Survey

⁴ Glassdoor, 2020, How Long Should Your Interview Process Take? We Found Out

⁵ Hays, 2018, What Workers Want Report

5 Practical Tips To Help You Meet Your High-Volume Hiring Goals

Here are five tips to ensure you meet your high-volume hiring goals this year.



1

Conduct talent audits to understand skill gaps and roles to fill

A well-rounded talent function isn't just a bonus for business — it's crucial. The first step in scaling a company should be an in-depth audit of your talent team to assess what's working well, and what needs to be improved.

2

Use data to your advantage

Data is one of the most important tools at your disposal as a talent acquisition leader. By tracking key metrics like Time to Hire (T2H), Cost Per Hire (CPH), and which source channels are working the hardest for you, you can identify any weak points in your process and take steps to correct them.

3

Don't lose sight of candidate experience

It's easy to let your focus on candidate experience slip when you're hiring at scale. After all, when you need to fill seats fast, automating certain parts of the process is a great time-saver. However, it's important to do this without losing your organisation's "human" side or subjecting candidates to long and inefficient hiring processes.

4

Use your employees' network to increase reach

Did you know that the average company's employees have ten times more connections than the company has followers on LinkedIn⁶? This is a vast pool of candidates that you can tap into. Plus, a warm introduction from an employee is much more likely to get a response than a cold InMail.

5

Don't neglect your employer brand

According to data from Seenit, 71% of job seekers say they check online reviews of a company before applying for a role — and 58% said that a negative review had deterred them from applying⁷. When you're trying to source and attract talent at scale, these are not stats you can ignore.

⁶ LinkedIn, 2016, 7 Stats That Prove Your Employees Are Your Secret Recruiting Weapon

⁷ Seenit, 2022, The State of Employer Brand 2022



A Quick Guide To Talent Audits

The purpose of a talent acquisition audit is to determine what's working well within your talent function — and what isn't. A robust and effective talent function allows companies to attract, hire and retain top talent, and is integral to business and growth. Talent audits are a crucial tool that can give you an accurate picture of where you stand currently in comparison to where you need to be. By identifying any skill gaps or weaknesses in your talent function, you can quickly correct these and boost your chances of landing top talent.

The importance of talent audits in the context of COVID-19

Over the past two years, many company leaders have had to make difficult decisions including restructuring and even letting go of valued employees. Others have seen unprecedented growth, which many were unprepared for.

Whether it's a pandemic or a change in the market, businesses have always needed to adapt and be reactive to change. By conducting an in-depth talent audit, you'll be able to identify any gaps in your resources or in-house skills and take action to correct them.

The Talentful approach to talent audits

At Talentful, we've designed an in-depth talent audit that combines our expertise with insights from the 500+ innovative tech businesses we've worked with, ranging from startups to global enterprises. Once we have the data we need, we plot this against the Talentful Maturity Model, allowing us to assess six key areas:

1. Process and strategy
2. Candidate attraction
3. Candidate assessment
4. Tools
5. Analytics
6. Employer branding

Our team of experts can then advise you on the steps to take to accelerate your talent function so that you can successfully attract, hire and retain top-tier talent at scale.

Learn more: [Why Now Is The Perfect Time To Conduct A Talent Audit](#)

Three Advantages To Conducting A Talent Audit:

1

Identify any opportunities to strengthen as a strategic function to help attract and engage top-tier talent.

2

Pinpoint the existing set of skills within the talent function and the experience needed to scale efficiently.

3

Gain a more holistic perspective of what is needed to plan for future growth.

Using Data: 5 Key Metrics To Track

Tracking key metrics can help you to identify and eliminate any weak spots in your recruitment processes.

Time to hire (T2H) and cost per hire (CPH)

Tracking T2H and CPH across all positions gives you a bird's eye view of the efficiency of your recruitment processes, especially when compared to industry averages. If your T2H is long, or your CPH is higher than expected, you'll likely need to look into other metrics in detail to see where problems are arising.

Time in process step, interview-to-hire, and acceptance rate

Tracking the time spent in each stage can help you to streamline your recruitment processes. For example, if it's taking a week or more for hiring managers to get their feedback back to recruiters, your organisation could be losing great candidates to more reactive companies. On the other hand, if your interview-to-hire rate is low, you may need to add an extra pre-interview step to help you shortlist more efficiently. A lower-than-expected acceptance rate is also a red flag and could indicate that you need to work on your employer branding and candidate experience.

Source channels and engagement for different roles

If you're not tracking the effectiveness of each source channel you use, you could be wasting time on channels that aren't performing. Also, remember that this may differ for different roles. For example, companies can see a significant increase in engagement⁸ and attract more quality candidates by sponsoring the job posts that already perform well organically on LinkedIn.



The average T2H across all industries worldwide in 2018 was 35 days⁹ — but the best candidates are only on the market for an average of 10 days¹⁰.



The average CPH was \$4,425 in 2017¹¹, according to SHRM.



According to LinkedIn, InMails have a response rate of 10–25%¹² — 300% higher than emails.

⁸ LinkedIn, The Tactical Guide to High-Volume Hiring, pg. 23

⁹ Statista, 2021, Average time-to-hire for job applicants worldwide in 2018, by company size

¹⁰ Inc, 2017, Average time-to-hire for job applicants worldwide in 2018, by company size

¹¹ Society for Human Resource Management, 2017, SHRM Customized Talent Acquisition Benchmarking Report

¹² LinkedIn, 2018, Why InMail Is Replacing Email for Sales Lead Generation



Optimising Candidate Experience

Candidate experience (CX) can get left by the wayside when companies are hiring at pace, but it could be of critical importance. After all, 58% of employees have declined a job offer¹³ because of poor CX. Candidate experience can even affect the company's bottom-line: in 2017, Virgin Media revealed that it may have been costing them \$5 million every year¹⁴.

Here are some best practices to follow:

Get buy-in from hiring managers and internal stakeholders

Ensuring everyone understands and agrees on the process is the first step towards a smooth and positive candidate experience. Discuss each step and what it needs to accomplish ahead of time.

Shorten the application process

The best candidates are short on time. Consider cutting unnecessary steps in the hiring process, and use one-click applications when you can. Recruiters can boost conversion rates by keeping application time short — ideally, to five minutes or less.

Automate where you can (but keep it human)

Increasing touch-points for candidates with automated follow-ups is a great way to let them know their application is getting your attention — and using well-branded, useful content can help you to keep the experience “human”. Talent assessment tools can also help you to automate parts of the selection process and cut down on shortlisting time.

Make sure it's accessible

Not everyone experiences your recruitment process in the same way. It's important to ensure your application forms, tests, and interviews are accessible to those who are neurodivergent or visually or hearing impaired, for example.

3 Quick Tips To Improve Candidate Experience

1

Outline your recruitment process on your website so applicants know what to expect.

2

Send automated surveys to all candidates so you can monitor and adapt processes.

3

Share interviewers' LinkedIn profiles ahead of time so candidates can prepare.

¹³ CareerPlug, 2021, 2021 Candidate Experience Report

¹⁴ LinkedIn, 2017, Bad Candidate Experience Cost Virgin Media \$5M Annually – Here is How They Turned That Around



3 Ways To Encourage Employees To Share Company Content

1

Use Employee Notifications on LinkedIn to automatically notify employees when you post.

2

Keep track of share stats and publicly recognise and reward top performers.

3

Encourage employee-created content, such as behind-the-scenes posts or photos.

Increase Reach With Employee Networks And Your Employer Brand

When you're hiring at scale, you need to reach a lot more candidates than usual. Two of the most effective ways to achieve this are building a solid employer brand and tapping into your employees' networks.

Use your employees' networks

The average company's employees have ten times more connections on LinkedIn than their company page has followers. Depending on the size of your company, this could be a huge pool to tap into. Plus, no one knows what it's like to work for an organisation better than its employees, so they're the perfect people to recommend others for jobs. You can use tools like [Teamable](#) to automate employee referrals, but a good way to get started is just to encourage employees to share company content on social media.

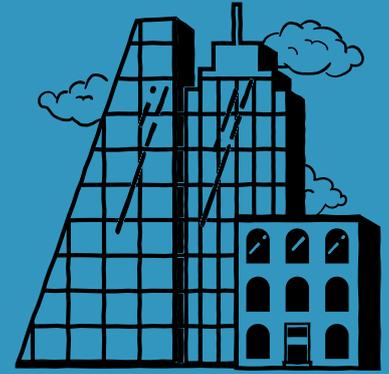
Don't neglect your employer brand

Research from LinkedIn suggests that 75% of employees research an employer's brand¹⁵ before even applying for a job. Although building a strong employer brand doesn't happen overnight, you can make a solid start by sharing meaningful content that shows what your company stands for — and what it's like to work for you. Being authentic about what makes you different goes a long way, and tracking metrics like social engagement, employee referrals, and quality of hire can help you to understand what's working.

¹⁵ LinkedIn, 2016, The Ultimate List of Employer Brand Statistics, pg. 5

The Side-Effects Of Hiring At Scale

While scaling through high-volume hiring can represent an exciting time for any organisation, it's important to remember the possible side effects of rapid growth.



Organisational impacts

A large enterprise will never have the same personal, everyone-knows-everyone feel as an early-stage startup. And while that's not necessarily a bad thing, scaling companies do need to think about how growth will affect their company culture.

Organisations should set out the core values, mission, and vision that define them before embarking on a high-volume hiring spree. This way, they can incorporate these into their employer branding and throughout the candidate experience.

Leaders should work with employees to determine the aspects of company culture that are most important to them, so they know where to focus their efforts as the company grows. It can also be helpful to distil the most important aspects of the company's vision into a short mantra, like Google's "Don't Be Evil".

Lessened focus on diversity

One of the challenges of high-volume hiring is ensuring that diversity goals are met on a larger scale. Given the increased pressure to fill roles, it can be difficult to keep the focus on diversity. However, according to data from Glassdoor, 76% of job-seekers consider diversity an important factor when looking for a new job¹⁶ — so not focusing on it could actually hurt your hiring efforts. Plus, having a diverse workforce and an inclusive culture is essential for companies that want to retain top talent too — a Deloitte study found that turnover was 22% lower in the most inclusive companies¹⁷.

Here are a few ways to include diversity, equity, and inclusion in your strategy even when hiring at scale:

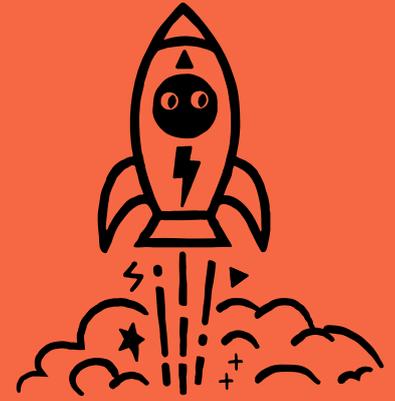
- Review your job descriptions to eliminate biased language
- Widen your search field to look at non-traditional career paths
- Broaden your search with diverse schools or professional organisations
- Make the fact that you're an inclusive employer a key part of your employer brand

Learn more: [Diversity, Equity & Inclusion in Hiring: 6 Long and Short-Term Strategies](#)

¹⁶ Glassdoor, 2021, What Job Seekers Really Think About Your Diversity and Inclusion Stats

¹⁷ Deloitte, 2018, Inclusive Mobility: How Mobilizing a Diverse Workforce Can Drive Business Performance

3 Talent Leaders Share Their High-Volume Hiring Success Stories



How Atlassian Made 136 Hires In 12 Months With A Limited Hiring Team

Atlassian is the software company behind communication tools such as Confluence, Trello, and Jira. Headquartered in Australia, Atlassian has some 7000 employees across 13 countries. Before partnering with Talentful, Atlassian had plans to scale extremely quickly. However, their full-cycle recruiters were hitting capacity and, in the highly competitive market for recruitment in 2021, they were struggling to onboard extra support fast enough. The process was not moving at the speed needed to keep up with Atlassian's rapid growth.

Atlassian partnered with Talentful in February 2021, when five Talentful partners joined their team to help build their top-of-the-funnel pipelines. During the initial six months of this partnership, Talentful's in-house experts helped Atlassian to ramp up hiring incredibly quickly, hitting 100% of the target, which was four hires per person, per quarter. A year later, Atlassian has expanded their in-house team to 35 Talentful partners, who have helped them to hire a total of 136 people. In Q4 of 2021, data presented showed that Talentful helped Atlassian save \$1,104,968 in agency fees.

Despite this huge growth, Atlassian has held on to its strong company culture — so much so that it was included in Fortune's World's 25 Best Workplaces list¹⁸ in 2021, with 95% of employees saying it was a great place to work¹⁹.



“Whether you are reporting back to client stakeholders or sharing information amongst your team, it is essential to deliver honest communication and be very transparent on where there are challenges in the hiring process. Being forthcoming with the good and the bad allows you to identify challenges early and often and encourages you to explore suitable solutions so you can better attract, engage and hire talent at a faster pace.”

Keri TenBoer,
Talent Director,
Talentful



¹⁸ Fortune, 2021, World's 25 Best Workplaces
¹⁹ Great Place to Work, 2021, Atlassian Inc

How Gorillas Used Automation To Keep Candidate Experience Positive While Hiring At Scale

Founded in Berlin, Gorillas is an online, on-demand grocery delivery service that delivers orders within an average of ten minutes. In 2021, a year after the company was founded, Gorillas passed a unicorn valuation. The startup has now been valued at \$2.1 billion and has expanded to more than 60 cities across nine countries.

Faced with the need to hire at scale in its first year of business, Gorillas was keen to establish a strong candidate experience, with the hope of building the brand's employer reputation and setting the stage for high levels of engagement and retention once candidates were brought on-board. Gorillas partnered with Talentful at a crucial stage of their growth, before their internal talent team was fully in place and before the hiring process was fully defined.

With Talentful's help, Gorillas fostered a strong candidate experience by prioritising transparent conversations with candidates when the job requirement or process changed, which can often happen in the early stages of scaling up. In some cases, candidates who were previously rejected or withdrew (but had a good CX) subsequently got back in touch and were hired for new roles.

Gorillas also used automation to their advantage. Using an ATS that integrated with their other platforms allowed them to save time on scheduling screening calls and hiring manager interviews, as well as providing a smooth interview booking process for candidates.

The company also used email templates to update candidates on the status of their applications at various stages in the process. By using well-branded content in the Gorillas tone of voice, they were able to keep the personal touch. The automation of the process ensured they could move with the speed required.



“When a company is scaling rapidly, processes can sometimes take longer than planned or change unexpectedly. In those instances, maintaining an upfront and transparent dialogue between candidates and recruiters is essential to avoid candidates feeling out of the loop and ultimately becoming disengaged with the brand.”

Kelly McGrath-Smith,
Senior Talent Lead,
Talentful

GORILLAS

How Hopin Saved Over \$6m In Recruiting Fees With Talentful

Launched in 2020, Hopin brings people together in a highly interactive and engaging online experience that feels just like an in-person event, only without the barriers. Whether it's a 50-person meetup or a 50,000-person conference—any type of event organiser can host a Hopin event for attendees, speakers, sponsors, and vendors to convene and interact face-to-face. Hopin attained double unicorn status within their first year of launch.

When Talentful first partnered with Hopin, they were one of very few companies hiring (due to COVID). However, competition began to increase rapidly in 2021, and Hopin had to up their game in many areas, including candidate experience.

Talentful worked with Hopin to conduct candidate feedback surveys, which revealed that candidates wanted more constructive and tangible feedback than they had been given. The team realised that this would provide a great opportunity to increase candidate referrals, and convince more candidates to choose Hopin over other companies who hadn't been as honest.

With Talentful's help, Hopin implemented new guidelines and delivered feedback training to the recruiting team, so that they were better equipped for handling constructive feedback conversations.

During Talentful's partnership with Hopin, they have achieved 353 hires, with an average T2H of 30 days. They have also seen excellent results in terms of their acceptance rate, which is currently at 87%.

Thanks to Talentful's partnership, Hopin has been able to achieve these results at an effective rate of 3.04%, compared to a standard agency fee of 22.5%. This has brought their CPH down to £2,254 and saved the company a combined £4,710,949 compared to a traditional agency.



“When hiring at high volume at a fast pace, it can be difficult to keep candidate experience at the top of mind. Having the right tools in place is hugely important for this, including a strong ATS, a scheduling tool with automatic messaging capabilities to fill out candidate surveys.”

Angharad Parry-Jones,
Talent Lead,
Talentful



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