



Volume Recruitment

Turning Challenges Into Success

Created by:

in-house
RECRUITMENT
network

In partnership with:


adzuna

Introduction.

'Volume Recruitment: Turning Challenges into Success' was an intimate speaker and round-table networking breakfast event for 30 management-level in-house recruitment professionals, all interested in improving their volume recruitment delivery. There's no questioning the challenges that in-house recruiters face when it comes delivering a good volume recruitment process and the importance of continuing to offer a positive candidate experience for these applicants. Throughout the course of the morning we heard from two specialist guest speakers who shared their insights to help our in-house recruiters turn their volume recruitment into the successful delivery it should be. It was fantastic to see such a wonderful turn-out for this event and it seems everyone has a lot of similar challenges which is always good news – you're all in the same boat!

Who spoke?

Kathryn Hainsworth
Resourcing Specialist
Harrods



Joanna Thomson
Resourcing Specialist
Harrods



Rachel Rojas
Head of Recruitment
Gaucho & CAU Restaurants



Matt Gregory
Sales Director
Adzuna



The In-house Recruitment Network.

This breakfast event was attended by around 30 members of the In-house Recruitment Network. The In-house Recruitment network is the fastest growing community for In-house Recruiters and HR professionals in the industry. Members benefit from helpful and informative online forums, specialist breakfast events, high value conferences and of course the official In-house Recruitment Awards. With almost 10,000 members, the In-house Recruitment Network is the largest, most active professional network of In-house Recruiters in the industry, hosting over 25 high calibre events and meetups a year, the In-house Recruitment Network is the perfect place for intimate peer-to-peer networking and knowledge sharing.

Adzuna.

Adzuna is a search engine for job ads that lists every job, everywhere. Our mission is to be the best place to start looking for a job. We search thousands of websites so you don't have to and bring together millions of ads so you can find every job, everywhere, via Adzuna. We provide smarter search options and powerful data about the job market, giving you the information you need to take control of your career.

The idea for Adzuna was a plan hatched on the back of an envelope in a Central London pub by founders Doug Monro and Andrew Hunter, who between them had years of online experience working for companies such as Gumtree, Zoopla and Qype. Launched in 2011, Adzuna now boasts over 1M live jobs and continues to grow year-on-year.

In this document, you'll find collected research from our conferences and advice from Adzuna on how to improve your volume recruitment process.

What is the single most important question or challenge you'd like this event to answer?



How do we promote & protect the employer brand through the volume recruitment process?



How to best engage hiring managers in volume recruitment



Quality v. Quantity and how to maintain a high standard of candidate



How to manage volume recruitment in a high staff turnover business



How do other companies recruit for volume roles?



How do we attract bulk candidates using employer branding?

Volume Recruitment.

We all understand what volume recruitment is but what key pointers do you need to get a grip of before beginning to look at improvements to your process?

Planning is key

If there is any way for you to forecast your volume hires, you must do it. If you're a business who experiences surges in volume recruitment at specific periods throughout the year (perhaps you take on Summer and Christmas temps), then use this certainty and knowledge to your advantage. Put everything in place beforehand and pre-empt as much as you possibly can. This will make your job much easier in the long run and you'll naturally feel more prepared.

Get the tech

Recruitment technology has come on leaps and bounds in the last 2-3 years and there's so much software available that can help you to improve and manage high volume recruitment processes in the most candidate-friendly ways. Ignoring this because of budget restraints isn't good enough. You can't expect to recruit properly doing everything manually. Candidate experience is a huge thing and having the right technology will show its ROI in time through improvements to your employer brand reputation.

It's time to take attraction seriously

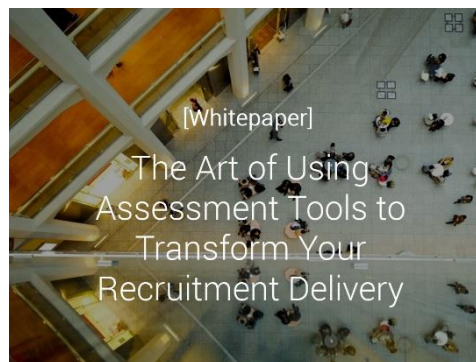
As recruiters, you should be doing everything you can where attraction is concerned, and for volume recruitment this is vital. With an abundance of free platforms on which you can advertise your roles and employer brand, there are no excuses to ignore attraction. Having a good strategy in place makes up half the job when it comes to volume recruitment.

Sort out your screening

Screening volume applications can be incredibly laborious, especially if you're stretched for resource and you're having to conduct a lot of the process manually, but this is something that should have a bulletproof method behind it. There should be clarity on what candidates are being screened against across all members of the workforce who will be involved in the recruitment process and it should be standardised as per the role. Whether you're screening against values, culture-fit or competency, everyone needs to be on the same page.

Establish your assessment methods

After screening comes the assessment process. The golden rule with assessments is to know your target audience and tailor your candidate assessment accordingly. The last thing you want to do is risk alienating the candidate you want through a badly thought out assessment process. For more information on assessment tools, check out our resources:



Communicate consistently

Recruiting on a large scale can make this very difficult to do and it can be very time consuming, however, it's one of the most important aspects of the entire process. It is so important that you are constantly in contact with candidates, even those who you've decided you do not want to propel further, as candidate experience matters more than anything for recruitment in 2017. One thing that can really help you do this effectively is strong tech. Whether it's a CRM, ATS or a video interviewing technology, there are so many fantastic pieces of software out there that can offer automated options for communication at high volume.

Onboard the right way

Just because they've navigated your process and managed to get an offer, it doesn't mean they're 100% bought-in and they're going to be no help if they aren't inducted properly. Whatever it is that you do to onboard your new hires at a specialist level, it's vital that you have something in place for your volume staff, temp and permanent.

The Conversation.

Throughout the course of the morning we heard 3 specialist speaker presentations and took part in two intimate roundtable discussions.

The following couple of pages provide you with the event notes from the morning, allowing you to be privy to multiple conversations and to gain a good understanding of how your peers currently view their volume recruitment processes.

What are the main challenges you are experiencing?

We asked our group of in-house recruiters what their biggest challenges were when it came to volume recruitment. Do you identify with any of these issues yourself?

- Niche sectors and not enough relevant candidates
- Regional disparity. Some stores and offices get many applications and others hardly get any making it incredibly difficult to offer a consistent recruitment process
- Turnover is creeping up in certain areas and maintaining balance is hard
- Turning volume into quality
- Candidates not turning up for inductions and not fully bought into us as a business
- We have less control over a higher volume of applicants compared to working with candidates for specialist roles
- Serial appliers are a problem. People we've rejected before for the same role can be relentless
- The ability and budget to expand our internal recruitment team
- Our time to hire and concerns of drop offs
- Quality candidates
- ATS capabilities
- Scaling up for international recruitment
- Dealing with screening high volume applications
- International laws and culture
- Retention
- Training and development on a large scale
- Onboarding
- Paying to find a candidate on a job board who applied via Indeed for free
- Job board quality; how to separate the good from the bad
- Conversations and communication across all levels of seniority internally
- Senior stakeholder engagement
- Length and cost of the process

What are the short, medium and long term objectives and how are you looking to achieve them?

- Fill vacancies using more process and proving methods to senior stakeholders internally
- Find new sources of candidates and think outside the box where resourcing is concerned
- Research new assessment methods
- To streamline the process
- Gain business buy-in and improve team credibility
- Development of a more robust strategy for the entire recruitment process from job brief to offer and everything in-between
- Workforce planning and forecasting
- Deeper analysis of our activities in order to inform future decisions
- Building team capabilities through training and development
- Proving value of process
- Reduce agency cost and spread to other areas such as job shows and events
- Move from being reactive recruiters to being more proactive
- Boost employer branding and pay more attention to it as an attraction tool
- Coaching and mentoring for hiring managers
- Building a people pipeline
- Finding new sources for candidates
- Decrease time to hire
- Become known as an employer of choice; get involved in 'Best Places To Work' etc
- Adapt recruitment process to different roles and make applications/assessments/interviews more relevant
- Think and approach different; it's not always necessarily about the CV. The person and culture fit is equally as important
- Employ the right people in recruitment/HR to help sell the employer brand as brand ambassadors
- Improve onboarding including introduction of a buddying system for new staff

What are the 3 most important points that have been raised in this roundtable discussion?

- It's given us food for thought on new areas to explore as an additional activity to our recruitment efforts such as Facebook, Twitter and Instagram
- The use of Facebook ads and job groups for job advertising
- Targeting universities through course/faculty partnerships and career fairs
- Street teams, similarly to charities, to get the word out about our volume roles
- Bringing old school methods back such as posters and leaflets
- Build an official employee referral scheme

What is working well for you right now?

- Employer branding
- LinkedIn
- Glassdoor. Responding to comments as well as general client/candidate engagement
- Social media – we are now looking at employing someone who can manage our social media channels as an Employer Brand Manager
- Social media, brand culture and tone of voice
- Culture-lead candidate targeting
- Simplified application processes
- Bridging the gap between recruitment and marketing
- The acquisition of an employer brand manager
- Career fairs for school leavers and graduates

What have you learned from this event and what are your next steps?

- Centralised hub for all recruitment activities where volume is focus. Having everything under one roof will improve consistency
- Few recruiters understand that it's a two-way process
- There really is passion and we're not alone with the challenges we face
- We all have similar issues re: ATS, process
- It's important to maintain passion for the candidate – there is passion
- Give candidates an opportunity to shine and perform at their best. Just because there's many

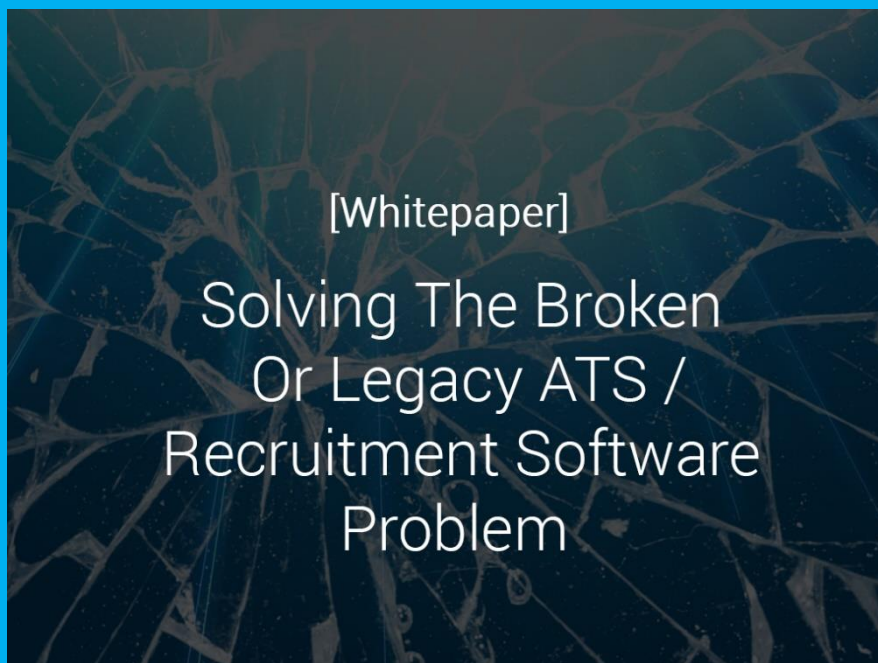
Top questions answered.

We asked which questions had remained unanswered from the event. The following pages are aimed at answering those questions and giving a little more information on those hazy areas for in-house recruiters.

The ATS And How It Can Help With Volume Recruitment

It was frankly quite staggering how many in-house recruiters at this breakfast event confessed to handling their entire application process manually without the help of an ATS. ATS' get a lot of bad press, mainly because technology is evolving at such a rapid rate, but it's time to dispel those rumours and acquire the software you need to work more efficiently as volume recruiters.

We could speak about ATS' all day, but we've already got a document on this which contains all the resources you could ever need to find a software solution that works for you. We don't need to discuss why an ATS can aid recruiters who are dealing with volume. It's a no-brainer. It is so important to have a system that integrates seamlessly with your process, especially if you're dealing with an abundance of applications. Some systems will offer advanced screening solutions, others video technology. Whatever you choose, make sure it's right for your team. You can access more information through the image below:



Job Boards: How To Separate The Quality From The Rubbish

We are no strangers to job boards and have a decent understanding on how they work and how you can approach them as in-house recruiters. It's no secret that pushing your role out on the likes of generalist job boards will generate hundreds of applications, but how many of those are truly relevant?

Online job advertising is one of the most broadly used methods of sourcing used by direct employers, in-house recruiters and recruitment consultancies. Job boards have become common tools for both recruiters and jobseekers in the wake of the digital revolution and there's absolutely no reason why you shouldn't be using at least a handful of them, especially if you're recruiting at volume. As an in-house recruiter, using job boards as a method of advertising and sourcing incurs a substantially lower cost than when finding candidates through other means, namely, recruitment agencies (sorry agency world). There's your argument for buy-in!

There are two main types of board you may wish to consider when selecting advertising platforms for volume roles: -

Multi-specialist boards

Generalist boards are self-explanatory. Obviously, these boards are great if you're looking for a high volume of applications and good exposure, although with a high volume of applications comes a high volume of irrelevant ones so bear this in mind when your apps begin to stream through. Don't be disheartened.

Niche boards

These are perfect for specialised roles and a more targeted search. Whilst volume may be lower than that of a generalist board, the quality of applications should be higher and more relevant.

The best advice on the topic of job boards is to really know your roles well and do your research. Consider every possibility, speak to the job boards themselves. They know a lot about their markets and in turn, they know a lot about the types of candidates you're looking to recruit. Most job boards will offer special rates to new clients too, so make sure you open that dialogue.

How do we empower hiring managers to understand the importance of their role in recruitment?

If you've got any hopes of hiring at volume, it is vital that your hiring managers feel engaged and are empowered by the process. An overwhelming number of in-house recruiters at this breakfast event were curious as to how they could achieve this.

Involve them from the start

Before you've even embarked on the recruitment process, brief your hiring managers. Their people are important to them. Find out what makes them tick and the kind of candidates they'd prefer who do well in their teams. Ask them questions; are there internal candidates that could fill some of these roles? Does the hiring manager know anyone in their network who could fill or help fill these roles? Do you have candidates on your ATS who could be a good fit?

Transform their approach to retention

This can be one of the biggest hindrances in volume recruitment – retaining good staff. It's very easy for employees to slip under the radar, and the people who can help the most on the front line are the hiring managers themselves. It's important they understand their role in this and the possible impact of their behaviour.

Communicate regularly

Engaging hiring managers in the process can be something as simple as a regular phone call or a weekly email. Keeping them up to date with what's going on will help them to feel involved. It will also give them the opportunity to add their input if they'd like to. By understanding that their opinion really matters, they are automatically more interested in the recruitment outcome and your job in engaging them becomes a million times easier.

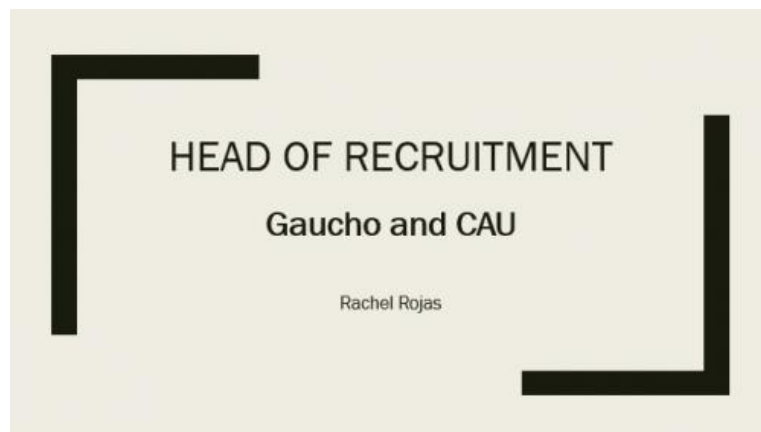
The Presentations.

On the morning of the breakfast event, we had the pleasure of hearing from three specialist guest speakers. Check out their presentations on the following page.

Special Guest speakers: Joanna Thomson & Kathryn Hainsworth, Resourcing Specialists at Harrods



Special Guest speaker: Rachel Rojas, Head of Recruitment at Gaucho & CAU Restaurants



Special Guest speaker: Matt Gregory, Sales Director at Adzuna



The Conclusion.

How has this event enlightened us on the topic of volume recruitment and how to improve it and what can we do now?

First things first, you're all in the same boat. An overwhelming number of comments from the event were centred around the worry that you felt behind other businesses, especially big name brands, but it seems that everyone has the same challenges no matter what brand they work for and no matter what budget they are gifted to aid them in the process.

One of the best things you can do to improve the way you recruit at volume is to prepare. Forecasting when significant volume hiring will occur allow you to get half the job done before you've even advertised. Preparation and the right technology that is tailored per the role will help you find the right candidates who are bought-in and likely to review your employer brand positively. Everything is linked. Dealing with a high number of candidates doesn't mean you have permission to disregard candidate experience. If anything, this is your chance to build your reputation. Each candidate that flows through your process can be a positive opinion of your experience, whether they manage to get a job or not.

We'd like to extend a huge thank you to Adzuna for partnering with us for this event and for their expertise on volume recruitment and the job market.