

# How to Create Successful Partnerships with Hiring Managers



**Foreword from Chris Keeling, founder and CEO of Jobtrain.**

---

Managers have to wear many hats to be successful in today's world: they are expected to be financially aware; to be responsible for purchasing decisions; to have functional specialist knowledge; to lead and develop people – the list goes on and on.

In recent years, we have witnessed an increasing trend towards devolving the responsibility for recruiting new team members away from HR alone, and more firmly into a collaborative partnership with the Hiring Manager. It is perhaps understandable at times why this may face resistance. Hiring Managers probably already feel they have too much to do, why burden them with yet more responsibility.

**This is a practical guide and roadmap for Talent Acquisition, Recruitment and HR Leaders to forge strong and successful collaboration with Hiring Managers.**

## 1. Gaining Leadership Buy-in

70% 

*of all organisational change efforts fail, and one reason for this is people simply don't get enough buy-in from the right colleagues for their initiatives and ideas.*

*[\(McKinsey & Company\)](#).*

- The first step to implementing any change project is to secure buy-in and commitment from the senior leadership team and business critical stakeholders.
- Thoroughly plan the initiative and presentation you are going to put in front of your leadership team. Position your plan as a strategic project and include the expected results and benefits. In the world of recruitment, these benefits are typically around: savings on agency fees; on administration cost; on advertising spend – or may be more specific around your own speed of hiring or quality of new hires.
- A proposal for a change initiative won't receive the attention it needs unless you've identified a significant problem that needs to be solved. If there are issues with your Hiring Managers' roles in the hiring process, state what these are and the specific (backed up by data) impact on the business (e.g. time to hire, churn, overuse of agencies etc).
- On the basis that 'what gets measured gets managed', produce some clear Key Performance Indicators based on your planned change and then use your ATS reporting to share actionable insights on how the planned process and Hiring Managers' role is working.

*- Having Hiring Managers who are central to the recruitment process is essential for hiring the best people.*

*- Hiring successfully contributes to business growth, increases productivity and reduces churn.*

# 2. Educate Your Hiring Managers On The Entire Hiring Process



# 42 DAYS

*The average time it takes to fill a position.*  
*([SHRM Human Capital Report](#))*

- Produce a detailed hiring plan and process flow and include timelines against each stage to share with your Hiring Managers. This will help you in 3 areas:
  1. You can define the critical path in terms of time required.
  2. You can agree, when they should communicate their need to recruit .
  3. You can agree when they might expect to have that person start.
- We have found that the use of your ATS to produce 'bottleneck reports' can be extremely valuable in casting light on the delays in the process and allow you and the Hiring Managers to focus on improving these in partnership.

*When Hiring Managers fully understand all the components of the hiring process, they place far greater value and appreciation of your role as a strategic hiring partner!*



# 3. Help Managers Deliver A Consistent Candidate Experience



Individuals who suffered a bad interaction are **50%** more likely to share it on social media. [\(Dimensional Research\)](#).

According to a piece of research published by [kununu](#), the top 3 reasons why employees leave their jobs are:

1. Lack of trust or autonomy
2. Lack of recognition
3. Lack of respect

In each case, the Hiring Manager is central to ensuring this is a positive experience for employees. And this is central to a theme that is common amongst the Talent Management community – Employee Value Proposition. For many people, EVP is still a nebulous concept. But *HR Daily Advisor (2016)* offered a splendidly simple definition:

*“basically it is the reason why an employee would want to work there, as opposed to finding employment elsewhere”*

Given that Hiring Managers are absolutely central to this goal, then it is critical that you work towards the following:

- Ensure Hiring Managers understand, promote and communicate an organisation’s values throughout the recruitment process.
- Help them to understand its importance both to your business but also to prospective hires. Showing managers the candidate experience through the eyes of the job seeker helps to instil a greater understanding of its value, combined with renewed understanding and empathy.
- Produce clear guides with them (and give them some ownership) on how best to present and communicate EVP and ensure a consistent experience throughout the candidate journey.

*A consistent candidate journey and experience (including interviews and communication with managers) will do more to sell your company culture and opportunity than almost any other aspect of the hiring process.*



## 4. Video's New Role in Hiring

### Adverts

We live in an age of visual media and [studies](#) have shown that video job adverts achieve 20x more shares than text-based adverts, yet fewer than 1% of fortune 500 companies are using this.

- The opportunity for competitive advantage is clear, so involve your managers in selling their job opportunities through creating a video introduction. It only needs to be two minutes at the most, but it will be 10x more effective than HR/Recruiter produced videos.
- If producing videos for every job role seems too time consuming, create just one with the manager taking centre stage to sell their department. It's authentic and will help you stand out from the crowd!

### Interviews

Video interviews are here to stay. They are effective efficient, convenient, and they convey so much more information than traditional phone interviews.

- Produce simple guides on preparing and conducting video interviews. Preparation is key in terms of communication, the technology used, internet connection and situation (ensure appropriate backgrounds and prevent interruptions at home).
- Video interviews are just as significant and valuable as a face to face interview. So treat them as such, as an organisation, and not see them as a substitute for the 'real thing'. They are real - and they are here to stay!
- Send the invites and instructions well in advance of the meeting - it shows urgency and priority and reduces candidate nervousness or worse - no shows!
- And punctuality is as important as physical interviews.

A good ATS will provide easy to access candidate packs for Hiring Managers, which they can access before the interview starts. A candidate pack? This is simply the information you need to share with relevant managers on the candidate – that could be the application form, or the covering letter, or the assessment form, or their CV – whatever you choose to share, it should be simply achieved and simply accessed by those who need it. Explain to managers that preparation shows the candidate you care and are interested.

### New Hires

- Encourage your Hiring Managers to record personalised video greetings for their new hires. It doesn't need to be long but new hires will love the personal touch and connection.



**82%**

of all global internet traffic will be video by 2021  
(Cisco).

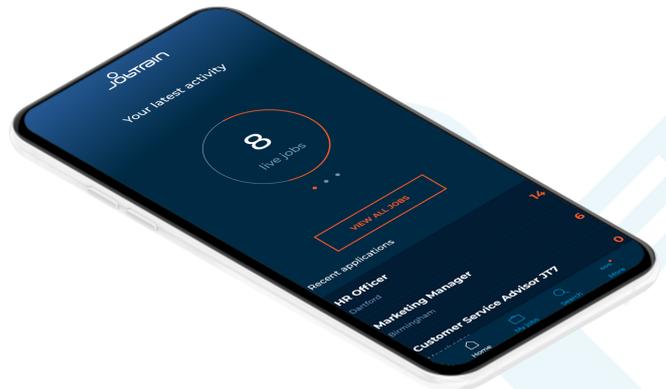
## 5. Technology's Critical Role In Hiring Manager Success

A great deal of time and money is invested in selecting and implementing recruitment technology but it's only as good as those using it. Too often managers don't use the ATS fully or work outside of it, so it's important to understand why this happens.

### Key questions that need to be asked...

1. Were your managers involved as stakeholders in the technology's selection process to understand, and were their needs listened to?
2. Is the tech fit for their requirements?
3. Is it intuitive and tailored to the tasks they need to complete?
4. If they are often away from the office, does your ATS offer a mobile version which is slick, easy to use and familiar to other apps they use day to day?

*Address the above questions and you'll be on your way to delivering accessible technology that will be used (rather than worked around) by everyone effectively.*



## 6. Access To Clear Help and Support

One of the most common challenges we see with embracing technology is understanding how to use it. Some managers will hire regularly and pick-up using supporting technology quickly. Others will require more help.

- If you are using a technology platform for hiring, make sure there's a clear help option within the system (searchable help or, even better, a chatbot or virtual assistant to automate tasks).
- Back-up training with short video guides that are easily accessible. If they get stuck with technology, make sure your ATS provides comprehensive support for Hiring Managers.
- Your Hiring Managers should also have easy to access support from your ATS provider.
- Include interview preparation guides and candidate interview packs so your Hiring Managers have all the information they need to provide an outstanding candidate experience. A good ATS will support all of this.



*Make sure that help and supporting materials are clearly available right when it's needed.*

# 7. Feedback - Giving & Receiving



# 94%

*of job seekers want interview feedback and job seekers are four times more likely to consider a company for a future opportunity when they receive constructive feedback.*

*([Human Capital Institute](#))*

Feedback can be hard to come by from busy managers, whether that's initial responses on a longlist of candidates or more detailed feedback post interview.

- It can seem like a laborious task for a Hiring Manager but explain to them that feedback is not only a reasonable expectation of candidates who invested their time in applying, but also improves understanding for the recruitment team to identify the best people and improve shortlisting.
- Make sure your ATS facilitates the collection of initial reasons for rejection to make this easier.
- When collating interview feedback, ensure your recruitment platform makes capturing scoring and or/making notes simple for Hiring Managers. It will make life easier for recruiters to access this within the ATS.
- Schedule a meeting to review interview feedback – this need only be around 30 minutes of the Hiring Manager's time. This builds on the collaborative approach and will continue the shared learning ALL parties will have in the process. That's how we all get better.

*In our many years of working with a wide range of customers, we have found that making the process of recording feedback simple (using your ATS) is one of the most effective tools to ensure this important data is captured.*

# 8. Training & Confidence Around Compliance



*Racially diverse companies outperform industry norms*

**BY 35%**

*(Forbes Careers)*

- Provide some context for your Hiring Managers around the benefits and rationale behind certain parts of recruitment compliance.
- Use the Diversity reporting in your ATS effectively to measure the diversity of applicants and uncover any elements of bias.
- A good ATS can facilitate anonymous shortlisting to reduce unconscious bias during the application review stage and reveal candidate identities ready for interview. Explain these benefits to Hiring Managers in terms of focusing on the individual's ability to perform in that role.



*Your applicant tracking system can play a pivotal role in compliance, D&I reporting and reducing unconscious bias.*

# 9. Create A Charter For Success

- Create a clear guide on the end-to-end hiring process and share it with your Hiring Managers.
- This should include a charter or an agreement between Recruitment/HR and Hiring Managers to communicate the process, timelines, and roles and responsibilities.
- Implement KPIs in terms of expected time targets for approval, advertising, sifting, shortlisting, interview feedback, and offers and onboarding and explain why these are important for hiring success.
- These KPIs could form part of the manager's performance plan. If you gain leadership's buy-in for your plan this can be a realistic goal.

*Transparency and clear communication is the aim here. Report on all stakeholders' performance in their roles using your ATS and use the data to refine and improve. Recruiters are measured on KPIs in hiring, so why not Hiring Managers?*



## 10. Onboarding



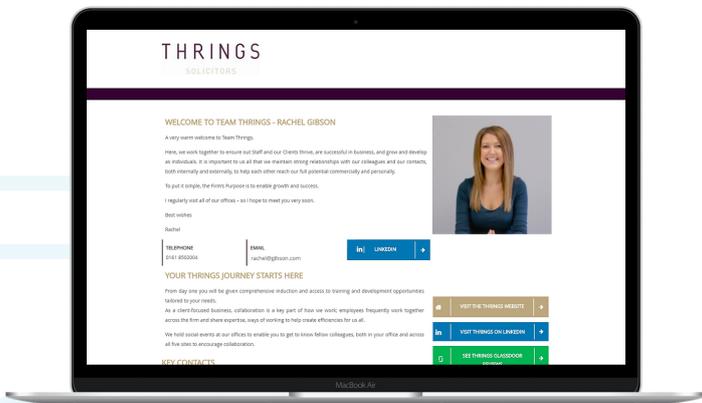
Get onboarding right and the results are powerful:

- You can decrease time to settle and perform by **30%**
- Improve new hire retention by **82%**
- Increase productivity from day one by **70%**

([Brandon Hall Group](#))

Share the 4 Cs of Onboarding and what the manager's role is in each area:

1. Compliance (paperwork, right to work documentation, and the necessary but 'boring' stuff!)
2. Connection (establishing personal relationships)
3. Context (setting expectations for the new role)
4. Culture (welcoming people to the team/ethos)



Encourage managers to connect with their new hires and create a sense of belonging early. 30% of new hires continue to look for new roles after accepting an offer, and 10% accept offers elsewhere before starting.

([Cezanne HR Onboarding Survey](#))

- The best candidates will be receiving other job offers. It sounds obvious but explain this to your Hiring Managers when it comes to making and approving offers.
- The best ATS will also include a 'Green Room', a dedicated portal with rich media content, an ability to connect with the team, and answers to all those questions that new hires have ahead of their first day.

## Final thoughts...

---

- Create a clear and transparent process, well supported by your recruitment technology.
  - Use your tech to constantly measure, refine and improve all elements of your hiring process. What gets measured gets managed!
  - Achieve buy-in through co-creation and collaboration, which allows everyone to feel even more vested in the final plan, processes, and successful outcomes!
-