

The NEW WAY ^{OF} HIRE

High Volume Workforce Edition

Insights from a talent innovator
that will change the way you hire
high-volume candidates in 2023.



+



Who is Tim Sackett?

Tim Sackett is the CEO of HRUTech, a leading technical recruiting firm.

With over 20 years of combined Executive HR and Talent Acquisition experience, Tim is a highly sought-after international speaker on leadership, HR and TA Tech, talent acquisition, and HR execution.

Tim is currently a Senior Faculty member with the Josh Bersin Academy and was named a Top Global HR & Recruitment Influencer by HR Executive in 2022.



Go ahead, click something.

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Nobody gets quality of hire right. But you can.

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Contrary to popular belief, not every candidate is a customer.

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We bet you don't know your cost per hire. Let's change that.

Speed is king.

1

A lot has changed in high-volume hiring in the last few years, but one thing has not: Candidates want instant gratification and a positive candidate experience.

Here is how you can make this possible.

Let's start with the triangle.

The traditional project management triangle for hiring is speed, cost, and quality. You know the drill: you can't have all three — so make a sacrifice somewhere and pick two!

**But isn't that kind of crazy?
And unfair? We should be
able to have all 3.**

With advancements in hiring technology, we should be able to get high-quality candidates, at a reasonable cost, and fast. That is the reality of mass volume hiring today. Our organizations expect we'll hire great employees, at a moment's notice, and it won't break the bank.

The "pick two" scenario doesn't fly anymore. So let's go back to the triangle. Quality — I hope that most of us aren't having conversations about this one. It's not like we want to hire "bad" talent. I've never met someone that said, "We want high-quality hires, but if we can't get those we'll take the walking dead."

Cost is cost. There are certain parts that we control as TA leaders, like how well we use our resources and how we train and develop our teams to be more efficient. But if you can't hire anyone at \$15 per hour, and it's going to take \$18 per hour, well, you have no choice.

“We now have high-volume interview scheduling software that allows us to move at a much quicker pace than we’ve ever been able to do before.”

That leaves speed. And the need to be faster, without question, is the biggest shift that talent acquisition has faced in at least a decade.

Speed is the real factor we control. Traditional service level agreements (SLAs) have always been in that 24–48 hour range.

This means when a candidate applies we agree that each of those candidates should be looked at and a determination should be made within 48 hours max.

I want to say the pandemic changed this, but it actually had nothing to do with the pandemic. It had

everything to do with us finally having recruiting technology that allowed us to make this much quicker. We now have high-volume interview scheduling software that allows us to move at a much quicker pace than we’ve ever been able to do before — and bring in quality candidates that much faster, too.

The new paradigm with your talent acquisition SLAs should be closer to 24–48 minutes.

Today, at this moment, the best high-volume hiring organizations are connecting with candidates immediately through the use of

conversational AI. And the best part is that 99% of those candidates have no idea that the AI they are texting isn’t a real person, because it seems so freaking real. (99% is a totally made up number by me, but it’s probably close!)

Candidates demand some instant contact when they are interested, 24/7/365. This will not go backward!

Even in a down economy, candidates’ expectations are set moving forward: **I applied, and I expect some immediate contact within your hiring process.**

Know your candidate.

2

No matter the tools, strategy, or recruiting team you have, you need to get to know your candidates. Hiring fast is great, but hiring candidates that you understand will prove long term success.

Can we really hire faster *and* smarter?

It seems like an oxymoron. We're going to use ultra-modern recruiting automation, techniques, and strategies to hire high-volume candidates faster than ever... and get to know them better!

When we start to think about having contact with every single candidate immediately in our high-volume process, it seems like we'll be moving so fast that there won't be time. The reality is, the candidate's perception of us getting to know them and the reality isn't that far off.

"Knowing" your candidates consists of a couple of levels. That first level

is actually knowing what kind of person you are going after. Most of us get stuck in this rut of trying to hire from the same places.

Now, knowing your candidate goes from a small pool of people who have self-identified as your candidates to a giant pool of possible candidates in almost any industry that hires hourly roles.

We have to change our lens of who we would traditionally see as candidates.

Everyone be a candidate with some great onboarding and training.





44%

of hourly workers don't feel valued by their company.

Read the full report [here](#).

The other side of knowing your candidate in a world that is now moving in minutes versus days is understanding all of the dimensions a candidate is coming from in terms of your job, your company, and the opportunity you're presenting. We fell in love with the idea that we should be setting up every hourly opportunity as this career starter and each of you will have this path to grow with us and become the future CEO of your company.

Selling the dream! Turns out, most of your high-volume candidates don't buy into your dream, because they know it's not real.

We love to sell the dream of moving from the shop floor to the boardroom, but that transition rarely happens.

It's more likely that an hourly worker will jump from hourly job to hourly job based on a lot of factors that include, location, pay, boss, co-workers, etc. But, just like a salaried worker, hourly workers want a candidate experience where they feel like they are valued and wanted.

It's one of the common factors every worker — no matter the amount of pay — desires.

You don't solve high-volume hiring by just hiring faster and better than everyone else. That helps, but it's a two-pronged approach. Hire better and retain better. We must do both of these simultaneously to be great.

Your candidate wants to be wanted.

They want to be wanted during the recruitment process and they want to be wanted as an employee. We can use our technology to help us fill this need.

On the recruiting side, engaging every single candidate immediately sends them a message that they are desired. Nudging and following up proactively continues to let them know that they're wanted and valued. When I survey candidates and ask them why they choose one job over another, as an hourly candidate, the consistent answer is:

I chose this job because it seemed like they wanted me more. There is no better feeling than that.



Candidates would be thrilled to know that somewhere on the other side there is someone who sees and acknowledges their existence — let alone respects them.



Susannah Sack

Director, Talent Operations



Advertising

VS.

Conversion.

3

Purchasing job advertisements fits as a temporary fix for a chronic recruiting problem — we believe that we need more candidates and we want “fresh candidates.”

Here’s why that’s wrong.

We're all suckers for a great ad.

Recruiting is no different — we're just behind the times in so many ways compared to consumer product and services peers. They've been using modern ad tech for decades, and in recruitment marketing, we've really only started to adopt in recent years.

We're addicted to job advertising for a couple of reasons:

First, we believe that we need more candidates. Fill the top of the funnel! Our hiring managers also want to see "fresh" candidates. Really what they want to believe is somehow, at this very moment,

an amazing, high-performing candidate just lost their job, with the perfect skill set for their opening, and they want to make sure that candidate sees your open job (yeah, because that always happens).

More job listing advertisements aren't always better.

The more candidates you have, the better off you are. Right? For the most part, probably! But, advertising and recruitment marketing isn't the only way to get more candidates to apply to your positions.

This is where conversion plays such a major role in how we effectively recruit candidates to our organizations.

Let's break down a simple funnel in reality.



1 Pre-application drop-off.

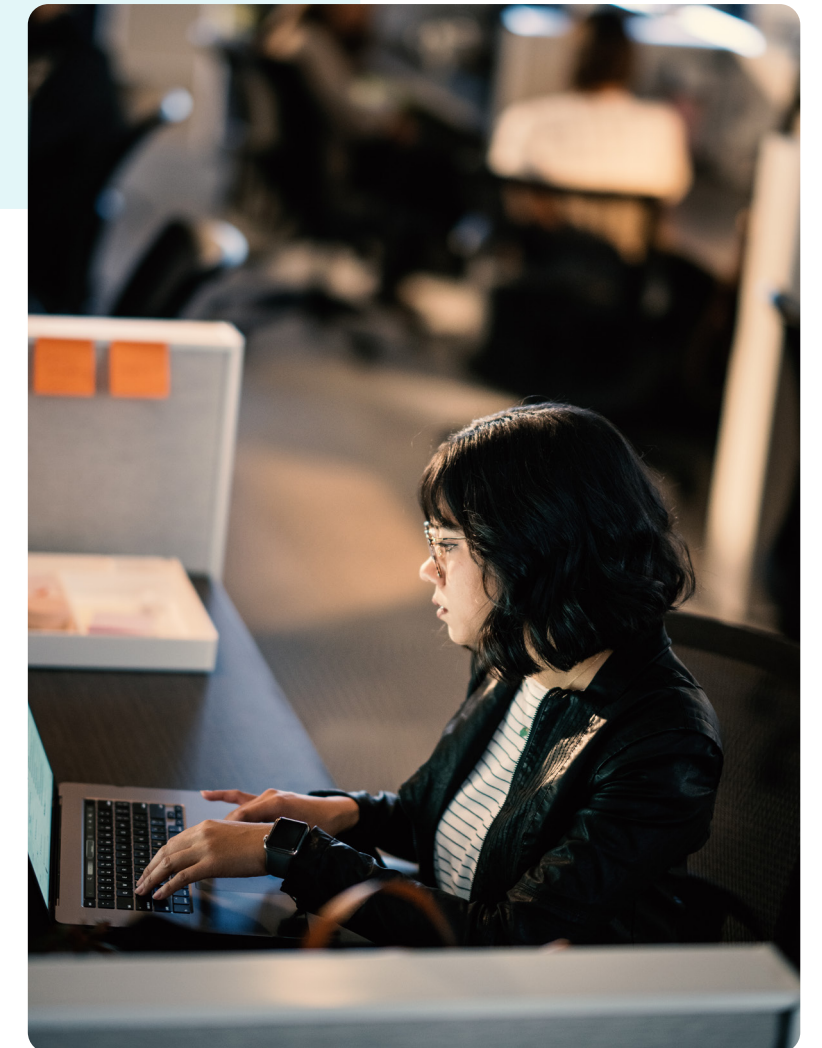
In this example, you start with 100 candidates. It's safe to say about 50% of those coming to your career site will drop off before applying because the process takes too long. Now you're down to 50 candidates before you even get started!

2 Post-application drop-off

Let's say the next 50 make it into your application process. Half of those will not make it through your pre-hire assessment and background check process, and 15 of those remaining will already have taken a job by the time you get around to setting up an interview.

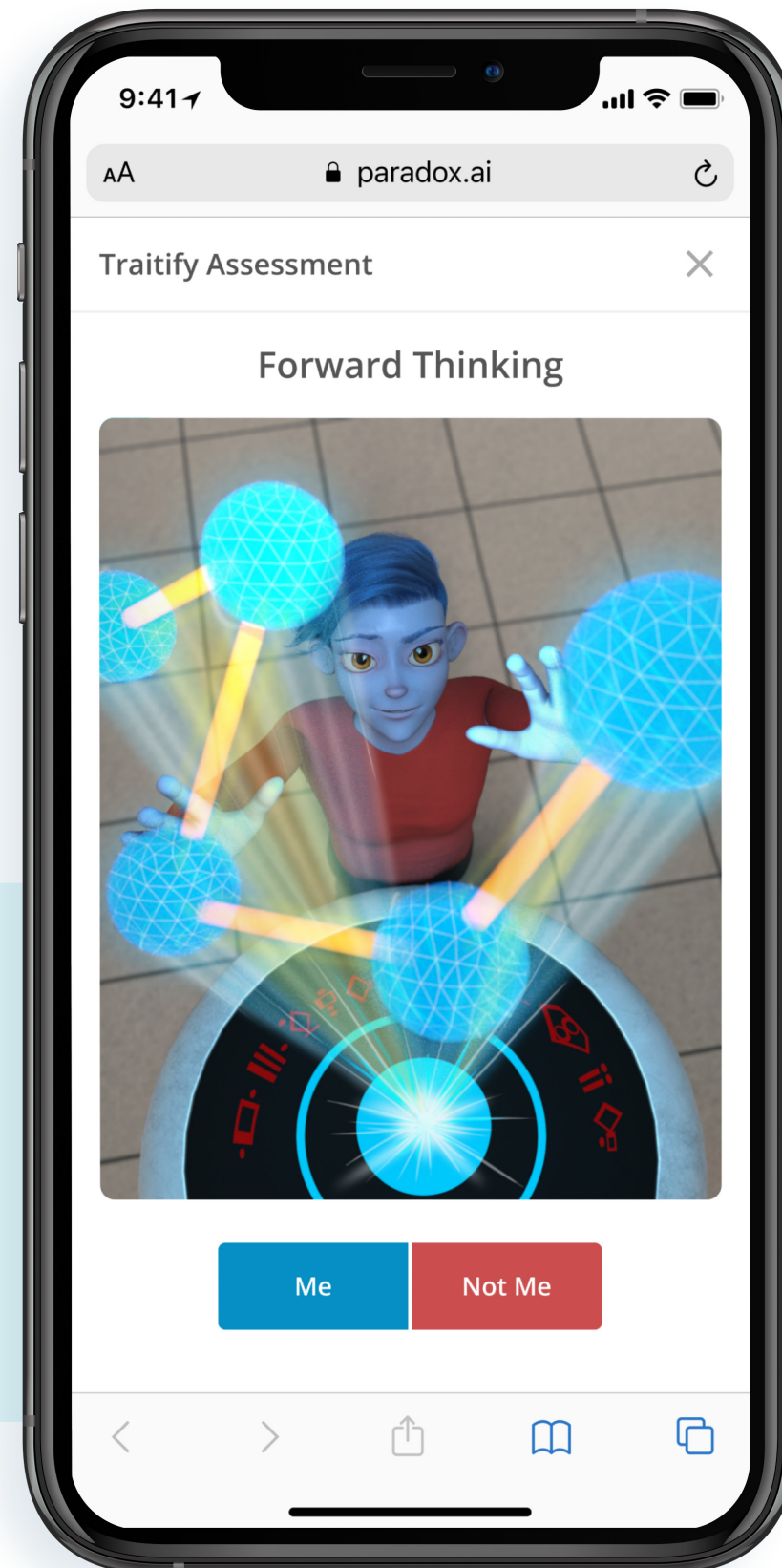
We are now down to just 10. Of those 10, you'll screen five or six, if you're lucky. You'll interview three. You'll hire one.

You hired 1% of your possible candidates.



Discover more about how Traitify's assessment garnered a 96% completion rate.

[Read the blog >](#)



This sounds drastic, but honestly, this is closer to your reality than you realize because what I find is most organizations have zero idea what their candidate drop-off rate is.

Now, let's go back to our 100 candidates and build a process that converts way better than 50%. Let's jump that up to 75% or 80% or 90%. Let's build a process that immediately engages every single candidate the moment they are interested in your job, and we don't let go of them, and even if they decide to disengage, the tech will reach out and nudge them to return.

Now we're getting at least 80 candidates to complete the application. We give them a better, faster assessment and we immediately screen them and offer them an option to set their own interview time — and would you look at that, we now have 40-50 candidates to potentially hire. That's what 10x the conversation does for you, with absolutely no more candidates at the top of your funnel.

You don't need more candidates. You need to convert more of the interested candidates who are already showing interest in your organizations and jobs.

The RIGHT ways to source talent.

4

Searching for the best ways to source, we find a recruiting landscape that is primarily designed to source professional hires, not high-volume hourly candidates.

This is a problem.

Our sourcing strategy has to change.

The way we source high-volume candidates really hasn't changed in decades. The primary strategy today is built around a few main actions.

Get the job post up on Indeed.

Get the post up on our career site.

Sit and pray someone will apply.

We can all sit back and have a laugh about this, but globally, that really is the primary strategy for hiring hourly workers.

So where do we source high-volume candidates?



1 Indeed.

Okay, this is still your number one step. By a mile. Indeed produces more applicants and more hires per capita than any other product on the market. All the ATS data shows this across industry and market.

2 Employee referrals.

Many organizations find that employee referrals produce more hires and higher quality for less cost. Do yourself a favor and invest in employee referral automation that helps you leverage their social networks.

3 Google.

You might need to bring your marketing peer into the room to help with this one. While Google won't produce giant numbers, most people still start a job search on Google, so you need to have your jobs indexed very high.

4 OOH Advertising.

Billboards are effective in high-traffic areas that high-volume candidates travel in. Have a major competitor a mile down the road killing you in hiring? Put up a billboard across the street from their employee parking lot!

5 Programmatic tech.

Most enterprise organizations are using some form of programmatic, whether they know it or not. Most shop this out to an agency that up-charges them for basically throwing their jobs into the technology, so you're paying a premium that you can easily do on your own.

6 Automation.

We have thousands, if not millions, of candidates who have applied and said "I want to work for you" but that we didn't hire. We should be nurturing our own database constantly. Someone who applied years ago might be the perfect fit today.



We heavily recruit Gen-Z and millennials, and those generations are accustomed to fast, mobile-first experiences that feel like everything else in their lives.



Rachel O'Connell
Vice President, HR



With high-volume hourly hiring software, you must 100% be mobile-first, which means text to apply is non-negotiable. If you don't have it, you are not even in the game.

The success of your sourcing comes down to finding and converting.

And your conversion needs to be super fast, or it is significantly less effective. That type of speed only happens via text.

The pandemic gave a second life to QR codes, so if you're asking yourself if you should have a QR

code that applicants can scan, and it takes them immediately into an application process, the answer is "yes." But, that QR Code should take them into the text to apply process, not back into your ATS.

The great rule of thumb is the fast-food drive-thru timing trick. Can someone scan your QR code and apply for a job in the amount of time it takes for them to get their food?

For the record, that's about 90 seconds on average. We have to make our high-volume application processes as light as possible.

Personalizing hiring.



5

One of the biggest fears we have when it comes to hiring automation is we tend to think it dehumanizes the experience for candidates. All of this automation is just going to make them feel like a number.

You aren't wrong. Mostly.

We can't only be inclusive.

Bad automation does more harm than good. When a candidate gets an email from you, and the first thing they see is "Hi, Name" in what is clearly a different font than the rest of the body of the email, that feels spammy, not personal. But despite the clear downside, the reality is that the only way we can scale personalization is through the use of automation.

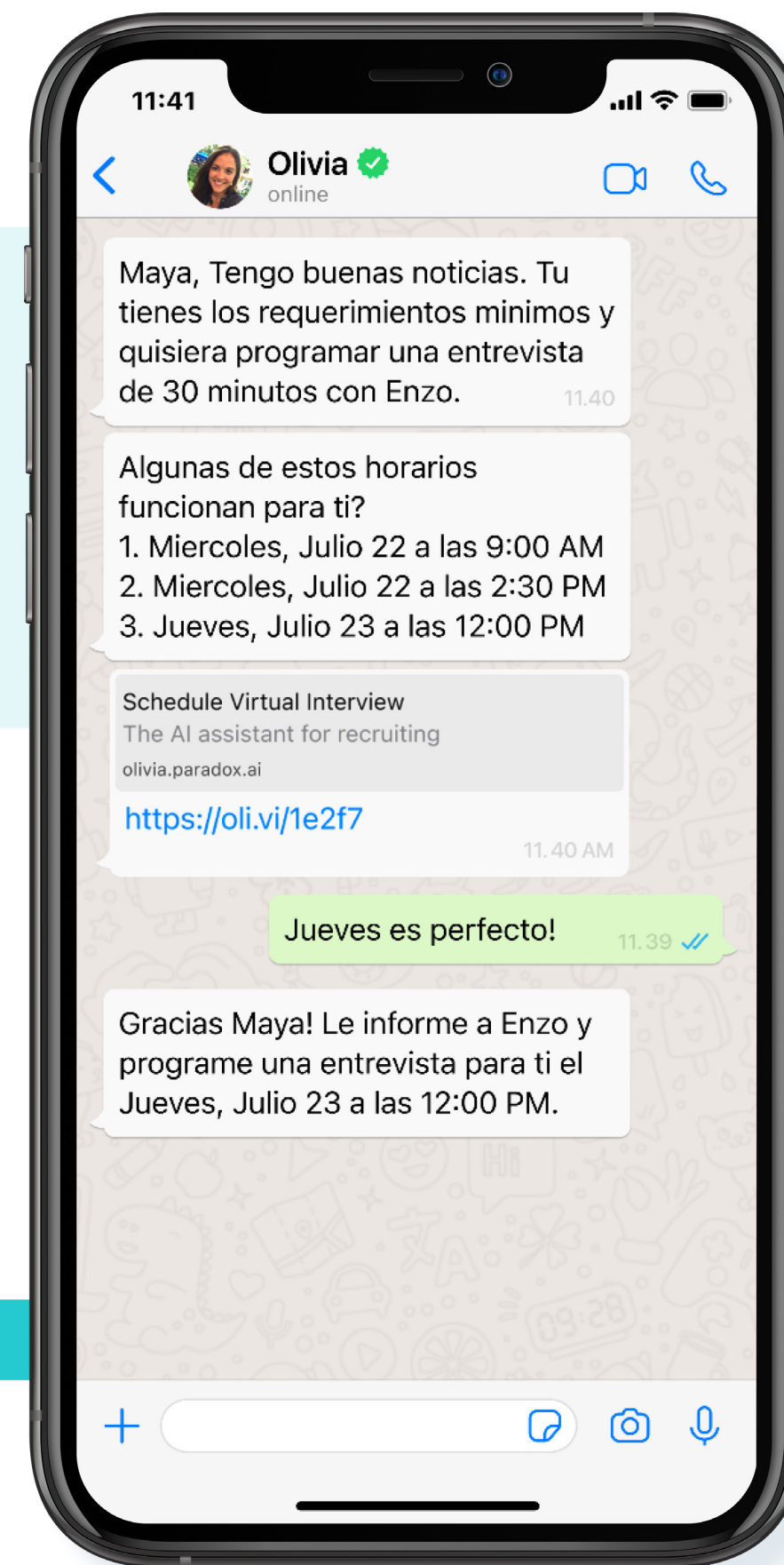
In our modern recruiting tech stack, that means conversational AI. Without this level of technology within your process, your candidates will feel like just another number.

First and foremost, we need to do things where the candidate feels like it's exclusively inclusive. That sounds like a paradox, right? You can be exclusive and inclusive!

Every candidate wants to feel like the job you have is specifically for them, and you specifically want just them for that job. That's exclusive! But we also want to have a process and culture that is very inclusive, so we are welcoming everyone to apply. We get it wrong if we only want to be inclusive. Because that is one of the problems, we have to make candidates feel this is a personal, exclusive opportunity.

Discover more about how conversational AI can create exclusive inclusivity.

[Read the story >](#)

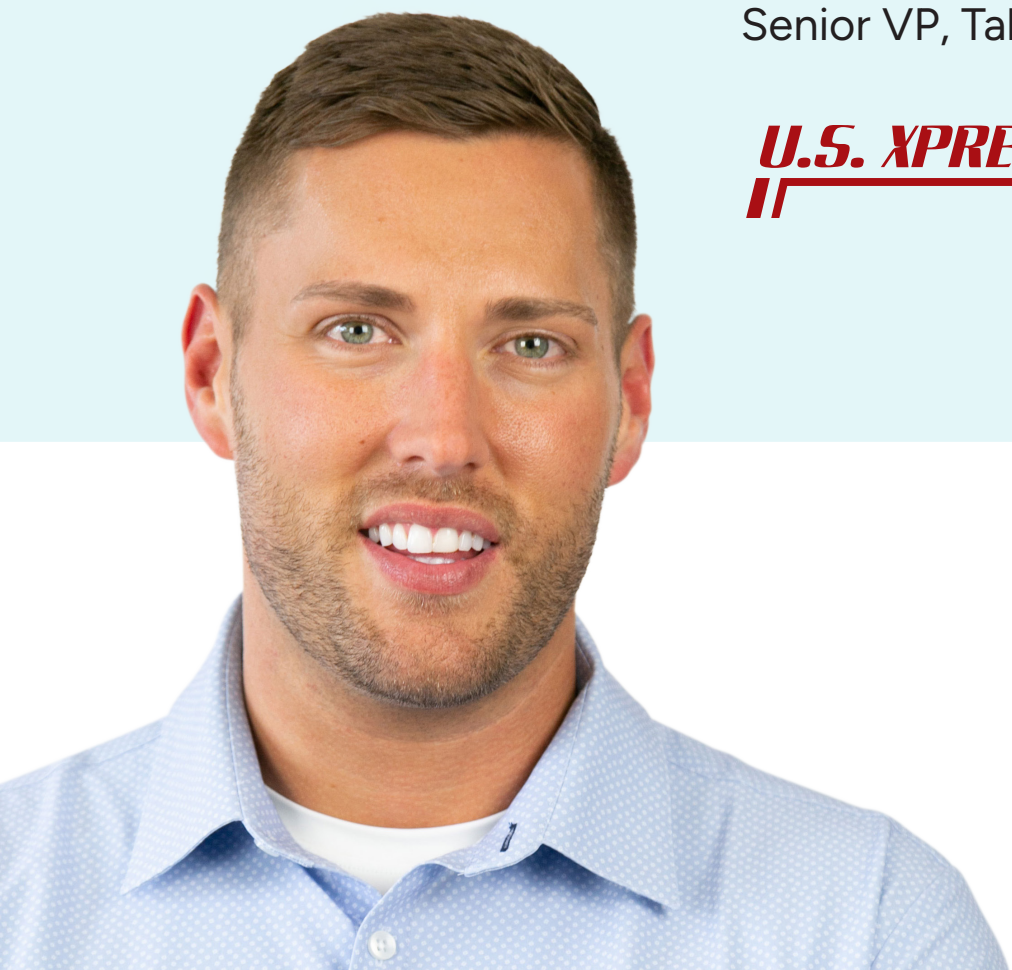




The ability to diversify assistant personas is helping us create experiences that each candidate can personally connect with, regardless of their background.



Jacob Kramer
Senior VP, Talent Acquisition



We can add exclusive and inclusive pieces to the process. For example, the ability to be multilingual. Nothing makes you feel less included than when you can't apply in your own language.

Conversational AI in recruiting software allows us to ask questions of all candidates that gives us a unique perspective of each candidate individually. And we can target content specifically to them that feels personal and allows us to be inclusive all at the same time.

It's the best of both worlds — it's exclusively inclusive!

Prior to this type of technology, your personalization was mainly throwing people into buckets. Oh, you applied to a service role, so we'll target service content to you. And that might have worked for many in that target group. But it was most likely very narrow in what was being delivered.

You could have thousands of pieces of content that are individually being targeted to each candidate specifically. That is candidate personalization at a level most have never experienced, and it feels very "white glove" to an individual who is normally treated like a number.

Over the past few years the use of video in our hourly hiring process has been a game changer for so many organizations. Traditionally, organizations would do a phone screen and then have a candidate come in to interview. It worked really okay for companies but mostly sucked for candidates.

There's a lot of wasted time in the logistics of coming in for an interview.

Today, organizations can quickly and easily ask a candidate to jump on a video call and do both a screen and an interview in one

shot if they would like. This is easier for a candidate, and most hiring managers prefer this as well. It really gives both sides complete flexibility to complete this transaction and make a decision about the next steps.

This makes every job more accessible to every candidate.

When you are hiring at scale that can be almost impossible to accomplish if you don't have the right tech stack to support your desired goals.



82%

of recruiters are already conducting virtual interviews on platforms like Zoom or Google Meet.

Read the full report [here](#).

The high class hiring problem.

6

I'm sure you've had a life coach ask you this question: *What would you do if you knew you couldn't fail?*

While it's a fun exercise, we live in the real world. And in that world, unfortunately you can fail.

Is automating hiring high-class?

Um, yes! If we think about all the waste in a traditional process that we have humans doing, automating most of this process gives real, measurable time back to the organization.

Why have a team of recruiters and recruiting operations working day and night scheduling interviews and following up, sending out assessment links, and nudging candidates and managers to dot i's and cross t's?

Fully automating your high-volume hiring is high-class, not because of time savings. That's an

outcome of great technology and implementation investment.

The high-class part is what it allows you to do with all that captured time.

Bad and average recruiting shops fight fires all day, every day, with their manual and disconnected processes.

That's a high-class problem when we have too much time and capacity, to the point where you no longer just have to survive the day but can actually plan for tomorrow and the days ahead.

Great TA functions utilizing full-automation can do the following:

- ✓ World-class pre-onboarding and onboarding.
- ✓ Community relationship building into desirable talent pools.
- ✓ Strategic recruiting branding and marketing initiatives.
- ✓ Breathing!

I've spoken to leaders that have said, "Well, if the future of TA is like this, we'll all be out of a job." I want to tell them that, most likely, they are already out of a job with that mentality.

Great TA leaders aren't the best firefighters; they're the best at stopping fires from starting in the first place. They aren't fearful of a world where automation takes away the tactical parts of hiring.

They rejoice in the fact they can now take their function and their career to the next level. A future-ready TA leader is constantly

looking at ways to automate and capture time.

Time is money. Time is an opportunity to do better.

I want high-class problems in TA. I want to sit down with my CEO and CFO and explain what we are going to do with all of our new capacity. How we are going from good to great to world-class.

Many TA leaders will not work to build a fully automated hiring process. They are unwilling to trade in their low-class problem for a high-class problem.



When humans get to spend more time with humans and less time with technology that's when the magic happens. That's when we win.



Rebecca Volpano

Sr. Director, Product Management



defining quality.

7

Quality of hire (QoH) is the holy grail of recruiting metrics. It's something everyone says they want to measure or actually believe they are measuring.

But almost no one gets it right!

What should we be measuring?

When I dig into an organization's QoH measure, what I usually find is they are actually measuring the quality of an applicant, not a hire.

True QoH can only be measured by comparing the current hire you just made against a measure of quality. Usually, that is either the last person in the job or a composite of many people who do that job normally. Ask yourself: Is the person we hired doing the job better or worse than others that do this same job?

Ideally, what we want to know in TA is if the service we are providing to our hiring managers is getting

better, staying the same, or getting worse. That service is our ability to provide highly qualified candidates to our hiring managers to interview and select in a timely manner.

Over the decades we have encouraged fairly awful behavior with our hiring managers. We've allowed this mentality of "can I see a few more?" This is our doing.

We've let hiring managers believe there is an endless well of candidates.

There are two measures that make sense.



1 Quality of applicant.

Quality of applicant is simply the percentage of applicants we provide to a hiring manager that ended up interviewing — and if you're feeling frisky, the percentage of those interviews that turned into hires.

2 Hiring velocity.

Hiring velocity is building a hiring timeline from the due date and working backward. "Okay, you need 10 hires. When do you need them?" Let's say that date is January 1. Then you start walking backward across your process to determine what that will look like.



What's going to be critical is thinking about innovative ways to identify how to hire the best candidates for specific roles that will ultimately be retained.



Alexa Morse

Director of HR Operations





You might have one week of posting, advertising, and sourcing. Another week of interviewing. Another week of pre-boarding and onboarding. So, you are already at 21 days. This means if you start by December 10, you will have your 10 hires completed by January 1. I like hiring velocity way better than days to fill because it sets a realistic goal. Every single position has a unique hiring velocity, unlike days to fill, which has zero correlation to any kind of success in TA.

Let's be honest, most of this is just semantics. What I find is most organizations are calling a short-

term turnover number QoH. Like, "oh, they stayed 90 days. That must be a good hire!" Again, zero correlation between someone staying 90 days and being a good hire. Although, some days, maybe it's believable that someone who will keep showing up is a good hire!

Having high quality in high-volume hiring has never been more important. How we measure it matters in TA to our ability to deliver a great, efficient, and valuable service to our hiring managers. But, let's make sure we are measuring the quality of what we can control and not the quality of what we can't.

Candidates and customers.

8

There's this majority belief
that every single candidate
is a customer.

That just isn't true.

Not all candidates are customers.

If you're building spaceships, your customer is about ten astronauts that NASA hand selects. If you're building accounting software, your candidate, a software engineer, probably can't even do their own taxes. If you run a nut and bolt warehouse that is B2B, again, your candidate — the warehouse worker — isn't your customer.

Let's say you're a big box retailer like Target. My wife loves Target. Now, my wife might decide to help out our household one holiday season and think, "you know what, I should go get one of those seasonal Target jobs for the great employee

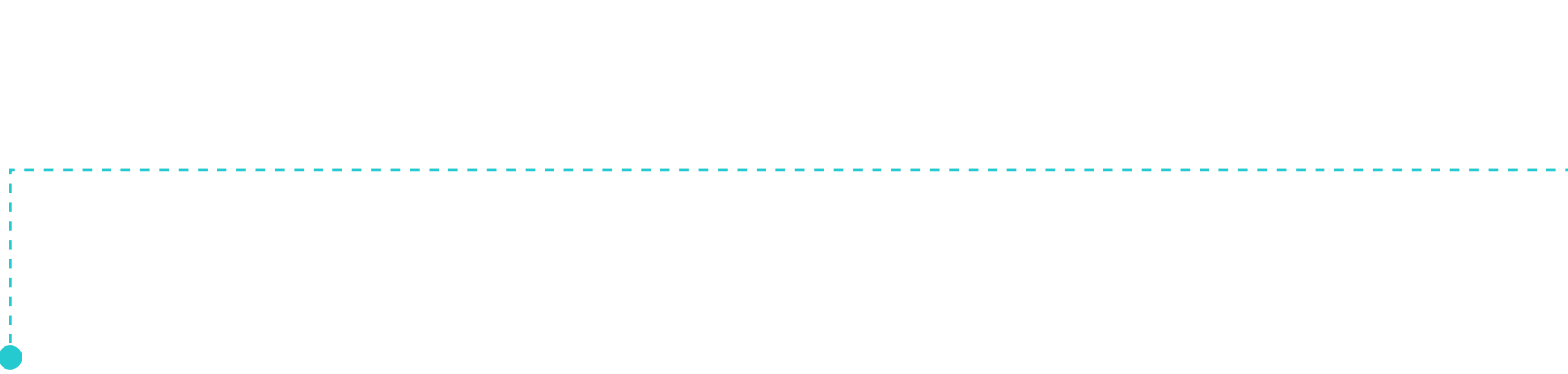
discount!" She goes in, applies, and never even hears back from them. The dreaded black hole!

Candidate experience experts will tell you Target just lost her as a customer forever. But I know for a fact that wouldn't be true. She'd be right back at Target the next day.

The reality is that there are so many overlaps in how we should treat candidates and customers. We should be fast. We should be flexible and as accommodating as possible. We should make the experience something that feels humane and respected.

I have yet to meet a TA professional or leader who didn't 100% know exactly how to treat a candidate.

So what's the problem, then?



We force our hiring managers to own too much of the candidate experience.

This is why I'm the biggest fan of using conversational AI in high-volume hiring.

We should immediately engage with candidates with text-to-apply, allowing them to select interview times that work for them and painlessly leading them through an experience that feels like it was designed for them. At the same time, have a process that is equally painless for our managers in the

field. Then, ensure that once the candidate says "yes" we continue that pain-free process through onboarding and start date.

The delivery of a great candidate experience is about consistently delivering what the candidate expects in a way that seems intuitive to them. To do this at scale means you can't rely on hundreds of managers to deliver it.

It won't happen the way you want.

We must rely on technology to lead this process while still making it feel personal to the candidate.



72%

of recruiters say they're more likely to stay at their current job if their employer invests in conversational AI.

Read the full report [here](#).

What's the BOTTOM Line?

9

What is your current cost per hire?
Most organizations have some
sense of this number.

But I find that it's never really
the real number.

Cheaper, faster, better.

When you're building an ROI model for technology, you really need all costs involved. Why? Well, without stating the obvious, we buy technology on a few promises. The technology will make us more efficient in our hiring, saving us resources; the technology will help us hire higher quality, which will lift our productivity; the technology will give us more capacity, allowing us to hire faster.

What is the return on investment in high-volume hiring tech?

When you are hiring thousands of people per month, as humans, we fail in some major areas:



1 Engagement.

We do not have the capacity to engage with every hourly applicant immediately, so we spend all this money and resources to get someone to apply, but by the time we are able to get to them, they are most likely gone.

2 Conversion.

Our conversion from interest to applicant to hire is pretty crappy. This is a combination of immediacy and our lack of ability to elegantly offer an on-demand scheduling component to applicants where they feel in control of the process.

3 Timing.

You might need to bring your marketing peer into the room to help you with this one. While Google won't produce giant numbers, most people still start a job search on Google, so you need to have your jobs indexed very high.

The first factor in determining a high ROI around high-volume hiring technology would be how much higher our conversion would be if we use conversational AI to engage every candidate immediately. If we go from 10% to 20%, you will have double the amount of candidates you have! This gives you more candidates, more quality, and more choices.

Once you add in the ability of candidates to self-schedule their own interview, you again raise the number of candidates who will make it to the end of your process.

You spend a ton of money and resources to ensure you fill the top of your hiring funnel with candidates. Your goal is to burn as few of your resources as possible, so you have to raise your conversion of applicants.

We make candidates feel wanted and desired, and there is nothing more powerful in the world.

The problem is we can't scale ourselves to make all candidates feel wanted and desired. High-volume hiring technology, built on conversational AI, can help us scale.



60%

of online job seekers will abandon the application process due to length or complexity.

Read the full report [here](#).



If you're looking for a new way to hire, we'd love to talk.

Paradox is building the world's leading conversational recruiting software to drive automation with a human touch. Serving global clients like McDonald's, CVS Health, and General Motors with hiring needs across high-volume hourly and high-skilled professional roles, Paradox's conversational assistant Olivia does the work talent teams don't have time for — streamlining tasks like screening, interview scheduling, and more through fast, easy, mobile-first interactions.

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