

Acolyte Presents

8 STEPS TO... ENGAGING HIRING MANAGERS IN THE RECRUITMENT PROCESS

Talent Insight Hub – Intelligence White Paper 2020



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INTRODUCTION

Acolyte is revolutionising how HR & Talent Professionals access and use talent data to drive effective recruitment.

Whether your workforce strategy is focused attracting the strongest talent or retaining existing staff, Acolyte uses big data, analytics and human experience to give you a unique perspective on your talent landscape.

Acolyte helps HR leaders embed recruitment success throughout their business by providing, crystal clear insight, a fresh perspective, a clear roadmap, and actionable next steps.

Demand for talent has never been more competitive and the best candidates today behave more like customers.

The opportunities presented by on-line job boards, social recruiting and professional networking sites such as LinkedIn, have changed the way that talent interacts with the labour market to find work.

Our mission is to provide you with the insight you need to create competitive advantage in this new talent landscape.

The '8 steps to...' series is part of Acolyte's suite of intelligence products designed to help HR & Talent Professionals proactively and successfully attract and retain the talent their organisation needs.

Alastair Gorton
Founder & CEO

METHODOLOGY

Acolyte is an award winning talent consultancy and technology company that has been guiding the recruitment profession for over a decade.

With a pedigree from world leading technology, legal, finance, strategy & staffing consultancies, our people continue to challenge traditional recruitment models and help our clients drive the talent agenda.



Strategic Talent Mapping



Competitor Talent X-Ray



Organisational Mapping



Employer Branding



Employer Value Proposition



Diversity and Inclusivity



Attraction Audit



Retention Review



People Pipelining



Global Talent



Strategic Workforce



Recruitment Process

Intelligence: Acolyte's suite of Talent Intelligence services provide the customised, data driven analysis our clients need to inform strategic thinking and drive growth.

Technology: Acolyte's SEARCH Talent Acquisition platform continues to redefine how organisations access the talent they need.

8 STEPS TO... ENGAGING HIRING MANAGERS IN THE RECRUITMENT PROCESS

Great recruitment starts with the relationship between a hiring manager and their internal recruitment team.

One of the key challenges faced by an organisation implementing an internal recruitment strategy is getting buy-in from a hiring manager community that has become used to being serviced by sales-driven recruitment agencies.

Communication is critical and transparency is vital in an environment where hiring managers often genuinely don't understand how an internal recruitment function operates.

Stakeholder frustration and reputational damage to the internal team can be a commonplace reaction to the legitimate challenges and time costs involved in finding quality talent.

Here are 8 key steps that every organisation can take to ensure that their in-house recruitment team fits seamlessly into their business and rightfully earns their reputation as function that delivers strategic value to their organisation.



Communication is critical in an environment where hiring managers don't understand how an internal recruitment function operates.

1.

CREATE A CULTURE OF OPEN COMMUNICATION

Most Hiring Managers are problem solvers who value having access to the information they need to make decisions and drive results. The recruitment environment is no different.

Open dialogue and regular updates helps to encourage a positive, two-way communication channel which will alleviate many of the potential points of frustration throughout the hiring process.

There is great value in having internal recruiters spend time explaining how the recruitment process works and how information collected during campaigns may impact the resourcing strategy.

Not only will this openness help manage hiring manager expectations within a campaign, it also helps educate and engage the wider hiring manager community.

2.

BE CLEAR WHAT IS EXPECTED FROM YOUR HIRING MANAGERS

Hiring managers are often used to sales-driven service levels from external agencies and can be unaware of their importance in the context of an in-house recruitment campaign.

It is important to help hiring managers understand both the role an internal recruitment function performs and how their behaviour can impact the hiring process.

By providing clarity to the hiring manager over what is expected of them in the recruitment process and how their input will positively impact the campaign, frustrations can be avoided, and roles can be filled more quickly.

Buy-in can also be achieved by taking the time to educate hiring managers on best practice recruitment techniques and allow them to ensure open positions are filled successfully.

3.

UNDERSTAND THE COMMERCIAL DRIVERS OF EVERY HIRE

The decision to make a new hire is almost always driven by a business need and hiring managers are often under significant pressure to hit business targets. Open vacancies can seriously impact the ability to achieve these objectives.

It is important that the recruitment team understands and empathises with the pressure that an unfilled role may represent to the Hiring Manager.

Internal recruitment functions are unique in their access to most levels within an organisation and successful in-house functions are always alert to performance and strategic objectives of the their organisations.

Demonstrating a wider understanding of the commercial importance of a role and recognising the urgency of a vacancy builds confidence amongst hiring managers. Acknowledging the importance of finding the right candidate quickly creates the buy-in and an increased ability to successfully fill roles.

4.

HELP HIRING MANAGERS TO COMMUNICATE WHAT THEY NEED

Job descriptions are the typical 'launch point' of a recruitment campaign and are the critical medium for a hiring manager to communicate what they need for from their recruitment team.

Despite their importance in acquiring the best talent, most people have never received formal training in writing a job description.

One of the most positive steps an organisation can take to improve in this area is to accept the role the internal team has in educating the wider business in what they need to see in a job description.

While in-house training is often hard to prioritise against the day-to-day hiring pressures so typical of an internal recruitment function, investing time here will pay significant dividends when weighed against the frustration of inappropriate candidates being engaged or the time costs of potential restarts to a campaign.

5.

BUILD A ROBUST & THOROUGH BRIEFING PROCESS

Vacancies often represent a problem faced by the hiring manager that they may not fully understand how to solve. The process of writing the job description is an important part of articulating this challenge, but it is the job of the in-house recruiter to really get to the bottom of what is required.

A robust briefing process is key to achieving this. For example, comparing present team members to a job description in advance of a briefing meeting creates an early understanding of the types of candidates that may be suitable. It will also give the Hiring Manager an impression of preparedness.

This exercise also tests assumptions about the 'must have' requirements the hiring manager may feel is mandatory for a role and can be a powerful way of demonstrating how internal recruiters use the information presented to them.

In many successful recruitment teams, 'team profiling' in this way has become an automatic process before any campaign is launched. It affords a unique opportunity to ensure both the recruiter and hiring manager have clarity on the role requirements in addition to maximising the number of suitable candidates that can be brought into the scope of the search.

6.

CREATE VALUE EARLY

Another powerful way of creating hiring manager buy-in is to create value as early as possible in the recruitment process.

In the same way that comparing a job description against existing team members creates clarity, performing the exact same exercise with competitor team profiles gives immediate value to a hiring manager.

A simple exercise in launching a recruitment campaign, suddenly becomes an insightful snapshot into the behaviour, structure and team of commercial rivals.

It may even be appropriate to look outside of a competitor group to companies who may have faced similar challenges. Reviewing organisations in the wider supply chain or even from other industries can assist in identifying talent with transferable skills.

This process not only serves to educate the hiring manager in the talent potentially available to them, critically, it also helps inform the hiring manager about sources of talent, styles of approach and creates confidence in the overall recruitment process.

7.

TRANSPARENCY IS KEY

Timely reporting about the progress of a recruitment campaign is an important tool to manage the expectations of both the hiring manager, and any stakeholders who are impacted by their targets.

As a campaign progresses, it is important to make hiring managers aware of key milestones and to provide continuous progress updates.

Reporting should be available to stakeholders at all times and results presented regularly. This transparency also provides internal recruiters with a way to demonstrate to the wider company the success an effective in-house recruitment function can have.

Challenges can be more readily overcome collaboratively, and the specific industry knowledge of a hiring manager can be harnessed as an important resource in attracting the very best talent promptly.

8.

ASK FOR & OFFER CONSTRUCTIVE PERFORMANCE FEEDBACK

As with any business area, success in recruitment should be celebrated and constructive feedback sought, acknowledged and acted upon.

Recruitment is a discipline with access to exceptional information and one that is capable of positively impacting the wider business and providing insight to support strategic decision making

A willingness to receive feedback, recognise performance shortcomings and implement positive change will create a reputation of recruitment as a progressive function and one that is positive to deal with.

It is also important to remember that 'bought-in' hiring managers can become powerful champions for the recruitment function and act as allies as the hearts and minds of the wider business are won over.



THE ACOLYTE TALENT PLATFORM

FIND

Choose from the best PASSIVE and ACTIVE talent. Search functionality that gives your team direct access to every candidate at every level in any sector or geography.

RETAIN

Immediately access key information that will maximise retention in your workforce. Including: Diversity & Inclusivity, Salary Benchmarking, Talent Hotspots, Competitor Activity & Candidate Sentiment Analysis.

HIRE

Campaign management that identifies, screens, qualifies & introduces you to exactly the right people. Improving hiring success and adding powerful diagnostic capabilities for every recruitment campaign.

GROW

Also benefit from access to Acolyte's suite of talent intelligence services which provide the customised, data driven analysis you need to inform strategic thinking and drive growth.

HIRE TALENT DIRECTLY

Acolyte's mission is simple:

To create a platform that offers employers the insight and recruitment solutions they need for direct, scalable and cost-effective access to the high-quality talent required to meet their business objectives.

We harness data, AI and the latest technology to energise hiring in your business and empower your in-house recruitment and HR teams to deliver direct hire strategies.

Success



"Professional, quick to deliver results & cost effective, In a trial between contingent agencies alongside Acolyte and the best and successful candidates always came via the Acolyte Platform"



Please contact Chris Murphy
for further information.

cmurphy@acolytegroup.co.uk