



EBOOK

# Hire★Vue

## Leading Empowered Recruiting Teams





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# RECRUITING IS EVOLVING

Recruiting is evolving. As expectations change and technology advances, we're seeing a massive shift in the role of the recruiter. And it's for the better.

Hiring managers expect a more data-driven, high-touch hiring experience. Candidates expect an expedited, feedback-driven process that respects their time. At the same time, technology is automating the traditional, transactional tasks that can take up most of a recruiter's time.

You might be familiar with the terms "talent advisor," "talent scientist," or "talent influencer." All of these describe different parts of the modern recruiter's responsibilities, but they all share a single core: empowering recruiters to focus on really high impact activities, rather than the transactional tasks they've traditionally needed to tackle.

As talent leaders, you are at the front of this change.



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**EMPOWERED  
RECRUITERS HAVE THE  
TIME AND  
THE TOOLS TO FOCUS ON  
HIGH~IMPACT,  
STRATEGIC ACTIVITIES.**



# RECRUITERS ARE EVOLVING

Recruiters are uniquely positioned to transform their organization's ability to find and attract top talent. With the right tools and processes, they can be empowered to build relationships with hard-to-hire candidates, create consultative partnerships with hiring managers, and manage high-profile initiatives like candidate experience, employment branding, and improving workplace diversity.

Recruiting managers will oversee this transition. You'll be responsible for implementing a wide range of process changes and helping recruiters make the most of the time and tools they're empowered with.

In this eBook, we'll show you what to expect: 5 ways the role of the recruiter is changing to become more high-touch and empowered.



## IN THIS EBOOK

*We'll show you exactly  
what you need to hire  
great talent the day you  
need them - and  
achieve a zero day time  
to fill.*



# RECRUITERS ARE EVOLVING

You are uniquely positioned to transform your organization's ability to find and attract top talent. Imagine what you could do if you didn't need to spend time on administrative tasks like coordinating calendars and managing interviews, or if you could cut the time you spend screening in half. **That is becoming a reality.**

## RECRUITERS LIKE YOU ARE SPENDING MORE TIME



### **BUILDING RELATIONSHIPS**

Building relationships with hard-to-hire candidates



### **CREATING CONSULTATIVE PARTNERSHIPS**

Creating consultative partnerships with hiring managers



### **MANAGING HIGH-PROFILE INITIATIVES**

Managing high-profile initiatives like candidate experience, employment branding, and improving workplace diversity

**And that's just the tip of the iceberg.**

As a recruiter, you'll be at the forefront of this change. In this eBook, we'll show you what this means, and how you can have more impact in your organization.



# RECRUITING'S HIERARCHY OF NEEDS

Automating transactional recruiting tasks creates time for the Empowered Recruiter to engage in high-level activities with broader impact.



## EMPOWERED RECRUITING ACTIVITY #1:

# CONSULT WITH HIRING MANAGERS

Most recruiters already have relationships with their hiring managers, but they rarely have time to take on a more advisory role.

The Empowered Recruiter consults with hiring managers and guides them through the hiring process. They set expectations with hiring managers and help them uncover what they really need in their next hire. This means:



### **ADVISE ON JOB REQUIREMENTS**

Identify the necessary - not preferred - prerequisites for open roles



### **SUPPORT FOLLOW-UP**

Develop a cadence for hiring managers to follow up and keep candidates engaged



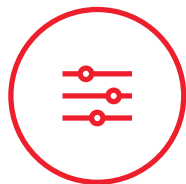
### **COME WITH DATA**

Perform talent market analysis and make meaningful recommendations



### **COACH ON COMPLIANCE**

Coach hiring managers on interview compliance law, so they know what they can and cannot ask



### **REFINE JOB DESCRIPTIONS**

Create job descriptions that appeal to a more diverse range of candidates



### **DEVELOP PREDICTIVE INTERVIEWS**

Identify questions for interviews that elicit responses highly predictive of success on the job



## EMPOWERED RECRUITING ACTIVITY #2:

# MAKE DECISIONS FOR HIRING MANAGERS

For high volume roles, advising hiring managers on the hiring process may not be efficient or even necessary. In these situations an Empowered Recruiting model can remove the need for a hiring manager to be involved until candidates become employees.

When recruiters are making the hiring decisions, they need to build trust with hiring managers and develop deep job expertise. They can accomplish this by going on-site and actually doing the job they're hiring for. The Empowered Recruiter develops a deep understanding of what the job entails so they can make qualified hiring decisions without input from the manager.

For this to work, recruiters need the ability to effectively evaluate a large number of candidates at scale; this is impossible if they are still conducting transactional phone screens. HireVue OnDemand video interviewing gives recruiters the ability to see more candidates in less time so they can make informed hiring decisions for hiring managers.

## HOW IT WORKS



## EMPOWERED RECRUITING ACTIVITY #3:

# BE A CANDIDATE CONCIERGE

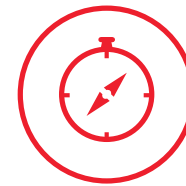
As TA departments automate large parts of the traditional recruiting process, recruiters can differentiate their organizations by providing hard-to-hire candidates with a high-touch experience.

## WAYS THE EMPOWERED RECRUITER CAN BE A CANDIDATE CONCIERGE



### **PROVIDE THE PERSONAL TOUCH**

Attract candidate leads identified by automated sourcing tools with personalized outreach



### **GUIDE AND ADVISE**

Guide, assist, and advise candidates throughout the hiring process



### **BECOME A TRUSTED PARTNER**

Develop deep industry expertise to become credible ambassadors for your organization



### **CLOSE THE BEST**

Close high priority candidates and sell them on your employer value proposition

Building high-quality, personal relationships with hard-to-hire candidates brands your organization as an employer of choice. Candidates who have high-quality relationships with Empowered Recruiters are more likely to tell them about other opportunities they are pursuing, and any competing job offers they are considering.

## EMPOWERED RECRUITING ACTIVITY #4:

# MANAGE ORGANIZATIONAL RECRUITING

Diversity & inclusion, candidate experience, and employer branding are all recruiting initiatives with a high degree of organizational visibility. The Empowered Recruiter's activities managing these initiatives have a direct impact on the organization's broader ability to attract top talent.

## HOW THE EMPOWERED RECRUITER MANAGES ORGANIZATIONAL RECRUITING INITIATIVES



### **FIND NEW TALENT SOURCES**

Conduct research to identify untapped pools of diverse talent



### **BUILD EMPLOYER BRAND**

Create content that brands your organization as an employer of choice



### **COLLECT FEEDBACK**

Collect feedback from candidates to refine the hiring process



### **UNCOVER PROCESS INEFFICIENCIES**

Pinpoint bottlenecks in the hiring process and propose ways to remove them

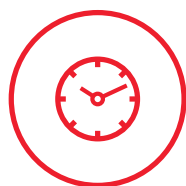
The Empowered Recruiter invests time in these high-visibility initiatives to build a strong employer brand, streamline hiring, and attract a more diverse pool of candidates.



## EMPOWERED RECRUITING ACTIVITY #5:

# OVERSEE AUTOMATED SYSTEMS

Automated screening and sourcing technologies need recruiters to run them and review their recommendations. They're also a rich source of data that provides insight into a recruiting department's effectiveness. The Empowered Recruiter uses these systems to:



### **FAST TRACK TOP CANDIDATES**

Review recommendations from pre-hire assessments and sourcing tools, and forward the best candidates to hiring managers



### **OPERATE RECRUITMENT MARKETING**

Operate recruitment marketing: develop candidate personas, develop email nurture campaigns, and target ads



### **DEMONSTRATE VALUE**

Demonstrate the value talent acquisition teams add to the business by reporting on key metrics



### **RESEARCH NEW TECHNOLOGIES**

Analyze ROI and identify opportunities to improve the tech stack



### **CULTIVATE TALENT BENCHES**

Cultivate "talent benches": pools of engaged candidates that can be fast-tracked through the hiring process as-needed

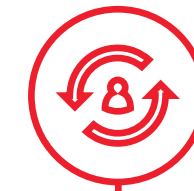
Sophisticated TA teams can even use the data from their HR technology stack to predict turnover and pro-actively source for roles that don't yet need filling. Rather than fill roles reactively - and lose months of productivity <sup>1</sup>—they secure top talent for their organization exactly when they need it.

# CASE STUDY: KEURIG DR PEPPER PREDICTIVE “JUST SEND” RECRUITING

Keurig Dr Pepper created a predictive “Just Send” model for their high volume warehouse recruiting. When a new warehouse adopts the “Just Send” model, Keurig Dr Pepper recruiters visit the warehouse and spend a day performing the duties required of warehouse staff. They acquire knowledge of the job’s requirements so they can identify potential top performers, and build trust and rapport with hiring managers.

Rather than spend 8 hours a week interviewing candidates, hiring managers can focus on where they’re needed: the warehouse floor.

## HOW THEY DO IT



Warehouse data reveals percent of employees who turnover every given time period



Recruiters open job requisition, applicants are filtered according to Certifications, Abilities, and Experience



All qualified applicants are invited to a HireVue OnDemand Video Interview



Recruiters review interviews and call the best candidates with offers

# THE FUTURE OF RECRUITING

Incredible things happen when recruiters are empowered. Freed from time-consuming, transactional tasks, Empowered Recruiters are a competitive differentiator. With the freedom to think critically and approach problems strategically, they are poised to solve the biggest recruiting challenges facing their organizations.

THE RECRUITER HAS NEVER BEEN MORE IMPORTANT.







***EBOOK***

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**SEE HOW HIREVUE  
EMPOWERS YOUR  
RECRUITERS TO  
TRANSITION FROM  
TRANSACTIONAL  
TO STRATEGIC:**

***GET A DEMO***

## *CITATIONS*

1 The average time to fill is 63 days,  
according to CEB.