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# **SPEED OF HIRE WORKSHOP**

**Corporate best practices... that show how reducing  
time-to-fill directly improves quality of hire**

**Fall 2018 ERE Conference Orlando - October, 2018**

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## 6 Goals for today's workshop

1. **A back-and-forth conversation** on how to improve hiring speed
2. **Learn the connection between hiring speed and the performance of new-hires**
3. **To outline the business case** for fast hiring
4. **To highlight the hiring funnel steps where most roadblocks occur**
5. **To provide you with numerous speed of hire “best practice” tactical tools and strategies**
6. **To answer all of your questions**

# Do me a favor please

## My goal is to give you at least 6 takeaways

### *Actions I'll consider*

1. Use the rule of 4
2. Use a pipeline – assess and sell slowly over time, then hire fast
- 3.
- 4.
- 5.
- 6.

This is a “snap chat” style presentation that presents a lot of information *fast*



**But please interrupt at any time when you have questions or if you need more details**



## **A FEW QUICK ILLUSTRATIONS**

**COVERING WHY SPEED OF HIRE IS SO IMPORTANT**

# A simple but quick illustration...

## Revealing how slow selection decisions have consequences



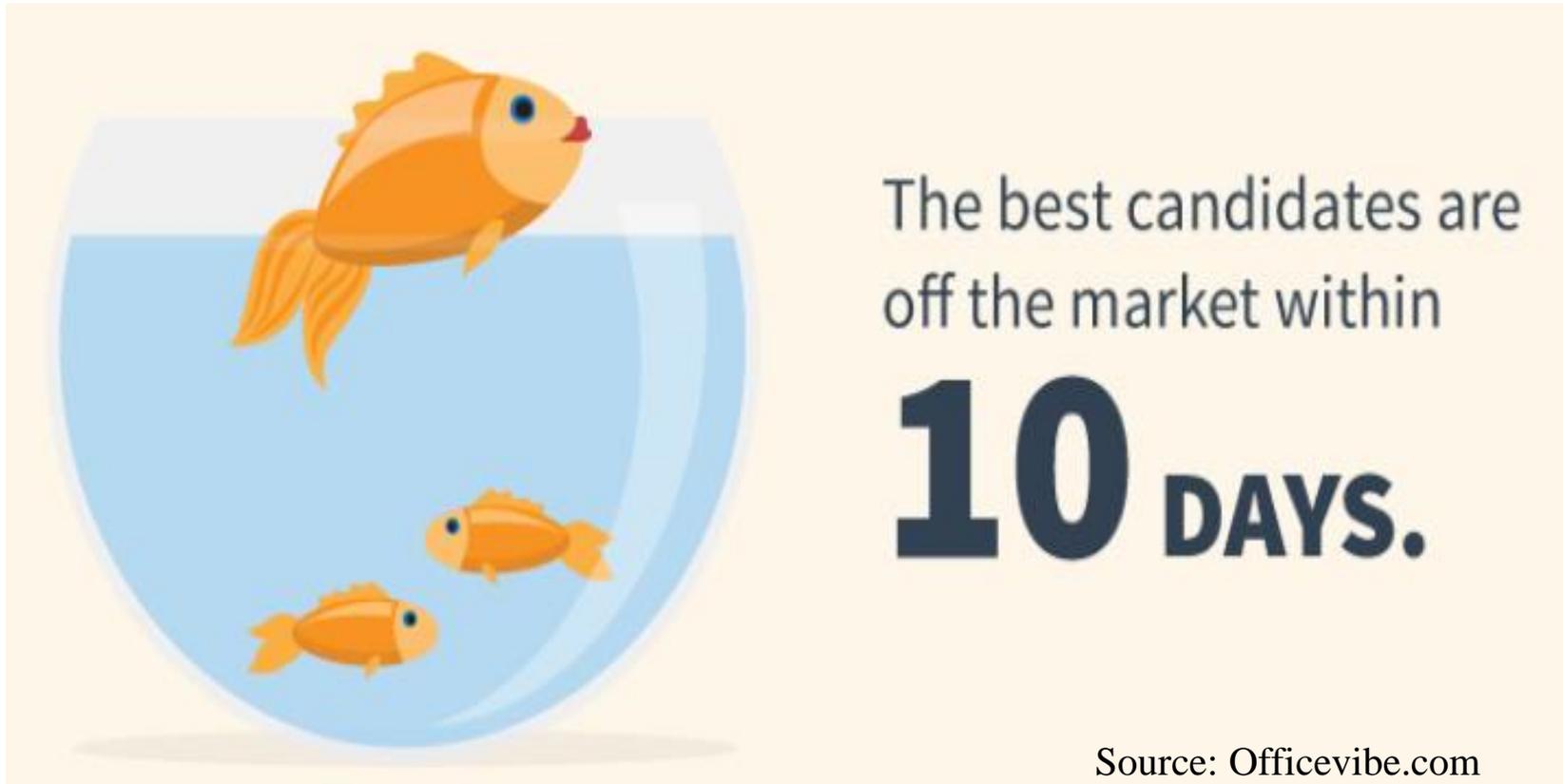
**If you wanted to land a hot prom date...**

- **How many days after the prom announcement until the “in demand” dates would say yes to an offer?**
- **If you waited 42 days to finally ask a date to go...  
What are the odds that a top date would be available?**
- **And if a prospect said yes to you... how “ugly” would your date be?**

**Lesson learned: if you want “in demand” candidates, make an offer quickly** 9

# Illustration – How long... before the best candidates are gone?

The top 10% are gone within how many days?



## Other firms... have determined the maximum TTF days before you lose top candidates

- 22 days - **E&Y** found that **if they didn't act within 22 days**, their chances of landing “high demand” candidates **decreased by nearly 90%**.
- 31 days - **Robert Half** reports that “**If it takes more than a month to hire someone... you've already lost your top pick**”

## Illustration

Competition has forced some firms to dramatically cut their hiring speed

*“A lot of times we’ll bring people in, and they get same-day offers.*

*We’ve had to do it...”*



(Sherry Whiteley, VP at Intuit on what they needed to do to meet the incredible demand for **cybersecurity and AI talent**).



*Remember because the best drop out during slow hiring...*

*You will never fully know the quality that you are missing*

**So measure the % of top quality applicants that were not hired**

(Example: Google's Project Janus)



**OK... BUT HOW LONG WILL THE  
AVERAGE CANDIDATE WAIT?**

# Nearly 1/4 of average candidates are gone in one week



## Data point



**When faced with a lengthy hiring process...**

**57% of candidates will pursue other roles or stay put**

(Source: Robert Half)



**YOU MIGHT BE CURIOUS AS TO WHY...**

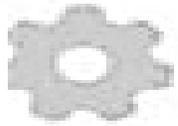
**FAST HIRING HAS**

**NOW BECOME SO MUCH MORE IMPORTANT**

## The top 8 reasons why TTF is now so important

1. **Business is booming...** so firms have numerous open new jobs
2. With the **extremely low unemployment rate** fewer people are actively looking, so top candidates now quickly **get multiple offers.**
3. The power has shifted, so **the arrogance** of top candidates **causes them to drop out quickly** when they are even a little frustrated.
4. **Most top candidates are employed**, so when frustrated with hiring processes they simply decide to stay.
5. **High turnover** makes firms desperate to fill turnover vacancies.
6. **Data-driven recruiting** makes the damage from slow hiring more apparent and identifying roadblocks easier.
7. **New recruiting technologies** provide new capabilities.
8. **Your own hiring managers are extremely busy**, so they are likely now making slow hiring decisions.

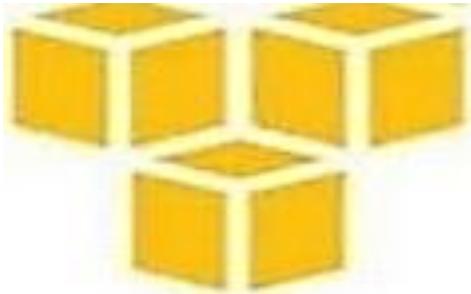
# Example – Even Amazon is so desperate that it's using...



tinder



**We are hiring engineers!**



**amazon**  
**web services™**



This is not a Scam, we are actually from AWS Recruiting trying out this method  
To find top Engineering Talent. Please swipe right if you are open to learning  
more about Engineer positions at AWS!

You can also E-mail us at [SeattleJobs@amazon.com](mailto:SeattleJobs@amazon.com) with your resume and  
contact info for consideration! Thank you and Happy Tindering!



**ANY QUESTIONS AT THIS POINT?**



# **SOME BENCHMARK NUMBERS AND FIRMS IN THE AREA OF FAST HIRING**



## Some quick definitions

- **Time to fill (TTF)** – the **number of calendar days** between the posting of the job and offer acceptance
- **Quality of hire** – the level of **on-the-job performance** of new-hires compared to a standard... it may also include **retention** over the 1<sup>st</sup> year

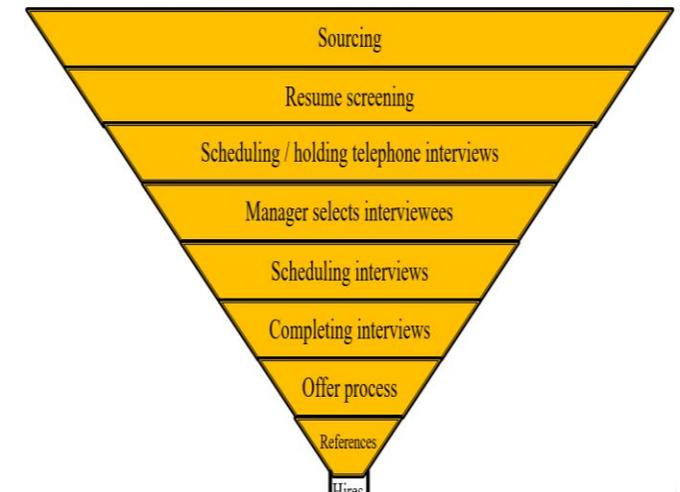
# Speed of hire baseline numbers

## The benchmark average TTF data points

- **Average time to fill** – on average it takes **42 days** to make a hire  
(Source: both HireVue and SHRM surveys)
- **Average days to complete interviews** – it takes **23.8 days** for most US firms to complete their interviews (Source: Glassdoor survey)

# Illustration – Estimated distribution of time-to-fill days

Requisition approval (4%)	2 days (out of a 51 day TTF)
Sourcing (30%)	15 days
Telephone screen (6.5%)	4 days
Interview schedule/hold (40%)	20 days
Selecting the finalist (10%)	5 days
Creating the offer (3.5%)	2 days
Waiting for offer acceptance (6%)	<u>3 days</u>
	51 days



2 week notice

# Extra steps take more time



## Extra days added by various interview/assessment steps (Glassdoor.com)

Interview Method	Average Days Added to Hiring Process
Phone Interview ←	+6.8 to +8.2 days
One-on-One Interview	+4.1 to +5.3 days
Group Panel Interview ←	+5.6 to +6.8 days
Presentation	+2.7 to +4.2 days
IQ Intelligence Test	+2.6 to +4.4 days
Job Skills Test	+0.6 to +1.5 days
Personality Test	+0.9 to +1.3 days
Drug Test	+0.3 to +0.8 days
Background Check	+3.1 to +3.4 days

# Benchmark firms

## **Firms that end interviews within 20 days**

A.T. Kearney  
Caesars Entertainment  
Pinterest  
Evernote  
Cox Communications  
Lyft  
PSA Airlines  
Chase  
Huntington National Bank  
Sprint

## **Firms to learn from**

Google  
Intuit  
Hilton  
Chipotle  
Snapdeal (India)  
Apple  
Nestlé Purina  
Most hospitals (Nurse hiring)  
27



# **CONVINCING HIRING MANAGERS AND EXECUTIVES TO FOCUS ON SPEED OF HIRE**

I have found that... **executives won't support faster hiring...**  
and hiring **managers won't change their behavior until they**  
**understand the \$'s of business and recruiting impacts** from  
expedited hiring.



**LET'S START WITH...**  
**UNDERSTANDING THE COSTS**  
**ASSOCIATED WITH SLOW HIRING**



## **Fast hiring has the second highest impact**

I estimate that increasing your “hiring speed”  
is often **the factor with the 2<sup>nd</sup> largest impact on hiring results**  
(after referral hires).

## Slow hiring costs you \$



**You must understand that slow hiring costs... because you lose valuable exceptional talent to better offers**

**But exactly how much is the exceptional talent differential?**

- **Apple** – calculated that exceptional performers **are worth 25 times more** than the average.
- **Google** – calculated that exceptional performers **are worth 300 times more** than the average.

## Calculating... the costs of slow hiring

### **A rule of thumb for estimating the costs of slow hiring**

I estimate that the “on the job performance” of those you hire into competitive jobs...

- Decreases by as much as 1% for every extra day that you delay a hiring decision
- So if you add just 10 days to your normal average TTF...
- The “on the job performance” of your new hire will drop by 10%



**NOW LET'S QUICKLY GO THROUGH...**

**THE MANY COSTS**

**ASSOCIATED WITH SLOW HIRING**

## A list of the costs & business impacts from slower hiring

### Let's start with negative business impacts from slow hiring

- 1. Lower performing new-hires** – your new hires will perform significantly lower on the job.
- 2. Lost revenue** – filling revenue-generating positions slower **decreases the revenue that you generate.**
- 3. Weak hire's will result when frustrated managers decide to end the process prematurely** – during a long drawn out process. Hiring managers will, unfortunately, often make a hasty decision just to put an end to this frustrating process. The “let's settle on this one” butt in chairs approach will lead to costly weak hires.
- 4. Lost productivity each position vacancy day** - means lower team productivity because **needed work is not done.**

## A list of the additional costs from slow hiring

### More negative business impacts from slow hiring

5. **Wasted manager time** - unnecessary interviews slow the process and they keep managers from their daily work.
6. **Lost talent contributions from diverse hires** – because highly qualified diverse candidates in key jobs are always in high demand. Slow hiring decisions made long after most firms have made an offer, will dramatically hurt your diversity hiring.
7. **Replacements get up to speed slower** – the delay in filling positions means the **new-hire's training will be delayed** and it will take much longer for them to get up to speed on the job.
8. **Lower team retention** – long vacancies means that others have to fill in and that stress may increase both **turnover and errors.**

## A list of the additional costs from slow hiring

**There will be many negative recruiting impacts from slow hiring**

- 1. Applicants will keep applying elsewhere** - slow hiring provides applicants with more time to keep applying to other firms and that increases their chances of getting a better offer from others.
- 2. Higher salary demands** – the longer a top candidate is in the market, the higher likelihood that they **will... “be bid on”** by multiple firms. This will likely increase their salary demands.
- 3. Lower offer acceptance rates** - top candidates are likely to assume that... **your slow hiring decisions reflects the firm’s inability to make business decisions** on projects and ideas. That negative projection may lower a top finalists willingness to accept your offer.

## Illustration

**Recruiting speed is seen as reflecting corporate decision speed**

- **A candidate from a well-known benchmark firm dropped out of our search for a General Manager position. He said...**
- **“It's not like I need their job. If it takes them a week to respond to a resume like mine for a job of this importance, they're not the kind of company I want to work for.”**

Source: Wind River Associates

## A list of the additional costs from slow hiring

### More negative recruiting impacts from slow hiring

- 4. Stretched out hiring makes candidate comparisons difficult** – interviewing multiple candidates over an extended time makes side-by-side comparisons difficult. So spread out interviews may lead to costly mis-hires.
- 5. Slow hiring will hurt your brand and discourage future quality applicants** – negative applicant comments on **Glassdoor.com** will discourage future applications from top prospects because they will damage your employer brand.
- 6. Frustrated quality candidates may never reapply** – because slow hiring will frustrate rejected quality candidates and that frustration increases the odds that they will never reapply to your firm.

## The additional costs from slow hiring

### More negative recruiting impacts from slow hiring

- 7. Frustrated hiring managers may eventually lower their hiring standards** – losing many top candidates may frustrate hiring managers and cause them over time to lower their hiring standards... **resulting in “butts in chairs” hiring.**
- 8. The competition will learn to act faster** – competitive firms will learn the benefits of beating your time to fill. So without a great employer brand you will lose most head-to-head competitions for top talent.
- 9. Recruiter frustration may result in weaker hires** – slow hiring may impact recruiter energy, effectiveness and even turnover. The morale of recruiters increases with fast position closures.



**ANY QUESTIONS AT THIS POINT?**



# **A SPEED OF HIRE TOOLKIT**

- 1. IDENTIFYING THE LONGEST DELAY POINTS**
- 2. FOUNDATION ACTIONS FOR THE WHOLE PROCESS**
- 3. UNIVERSAL ACTIONS THAT WORK IN ANY STEP**
- 4. ACTIONS DESIGNED FOR INDIVIDUAL TA STEPS**
- 5. 6 HARDER TO IMPLEMENT STRATEGIC ACTIONS**



**START THIS PROCESS BY  
USING A PROCESS MAP TO...  
IDENTIFY THE LONGEST DELAY POINTS**

## Use a reengineering approach



### **Create a process map to identify the key roadblocks**

Because every hiring process is unique, it is essential that you use a data-driven systematic approach to **identify and then reduce the biggest roadblocks.**

- **Start by creating a process map** - use a process map to identify the bottlenecks... **with minimum to maximum time ranges per step.**
- **Look for areas where there is a wide variation** - because that is an indication that significant improvement is possible.
- **Work with the step owner** – to identify the highest impact actions.



**After you conduct your reengineering process...**

**You will likely find that... there are 8 speed bump areas  
where the longest avoidable delays occur in hiring**



## A list of the 8 most common speed bumps that delay hiring

1. **Interviewee availability** for face-to-face interviews
2. The back-and-forth process of **scheduling interviews**
3. **Stretched out interviews over weeks** because managers are busy
4. **Too many interviews and interviewers**
5. Delays because **hiring managers are slow to select candidates**
6. Delays as a result of **setting a fixed time period to wait before hiring** (end hiring when you find who you want)
7. **Offers are rejected because they are not competitive**
8. **Unrealistic initial job specifications** often cause a search to be reopened



**3 FOUNDATION ACTIONS**  
**BEFORE YOU BEGIN LOOKING AT**  
**RECRUITING STEPS**

# Foundation actions before you begin

## 1. Educate everyone on the costs of slow hiring

- Much of the delay in hiring occurs because recruiters and hiring managers are not fully aware of the tremendous costs created by slow hiring.
- So show everyone **the direct link between hire quality and hiring speed.**
- **Example** – every extra hiring day result in the 1% drop in new-hire quality

## **Periodically track the days before the best candidates are gone**

### **2. Identify exactly when top candidates leave the market**

- **Whenever an exceptional candidate applies for a key job (based on the % of the qualifications that they meet).**
- **Have an assistant or intern contact each exceptional candidate every day... in order to determine if they are still interested in your job.**
- **When all of the top 10% of candidates are no longer available... that is the number of days until you have a TTF problem.**

## Foundation actions before you begin

### 3. Use a hiring committee because they are more decisive

- **Infrequent hiring** – means that **individual managers will be slow** at making decisions and weak at selling.
- **Firms like Google and Intuit use them** – and have found that a well-trained permanent hiring committee with a structured process.. **is clearly superior in speed, decision quality** and in avoiding legal issues. (Amazon has a “bar raiser”)



# **PROCESS SHRINKING ACTIONS** **THAT COVER THE ENTIRE PROCESS**

**INCREASE HIRING SPEED WITH THESE**  
**5 SHRINKAGE APPROACHES**

## 5 strategic shrinkage options

1. **Compress your hiring process by shrinking the “dead time” between the steps (squeezing the air out)**
  - **NFL Games last 3 hours and 4 minutes, actual clock time is 60 minutes but **there is only about 11 minutes of action****
  - **Example – hold night and weekend interviews to reduce interview scheduling dead time**

## 5 strategic shrinkage options

### 2. Conduct some recruiting steps simultaneously

- **Example** – instead of waiting until final interviews are completed, **do reference checks during** the final interviews.

### 3. Conduct some steps in advance (pre-do them)

- **Example** – have employees make “**pipeline pre-need referrals**” that are **pre-assessed and pre-sold...** for jobs that will likely have openings... so these pre-qualified candidates can be ready to go immediately when needed.

## 5 strategic shrinkage options

- 4. Prioritize the steps... and apply more / better resources to them... so they are now done faster and better**
  - **Example** –eliminate the need for back-and-forth messaging during interview scheduling... by utilizing a **web scheduling calendar...** to allow them to select their own available interview times).
- 5. Remove the steps that only screen out a small % of candidates or drop low value added steps**
  - **Example** – let exceptional candidates skip the initial interview or drop the preliminary screening step because it took an entire week but it only screened out 8% of the candidates.

## Example – Drop low value added steps

### Typeform dropped steps that screened out few

They identified the hiring steps that screened out few applicants (**initial interviews and testing**) and after cutting them they improved their **time-to-fill from 38 to 20.1**

### NHS hospitals eliminated low value added steps

By eliminating little value added steps (127 down to helpful 57 steps) they cut their time to fill from 16 weeks down to **8**



**HALF-WAY POINT**

**ANY MORE QUESTIONS?**



**UNIVERSAL ACTIONS**  
**THAT WORK AT ALMOST EVERY**  
**RECRUITING STEP**

# Action items that work across all hiring steps

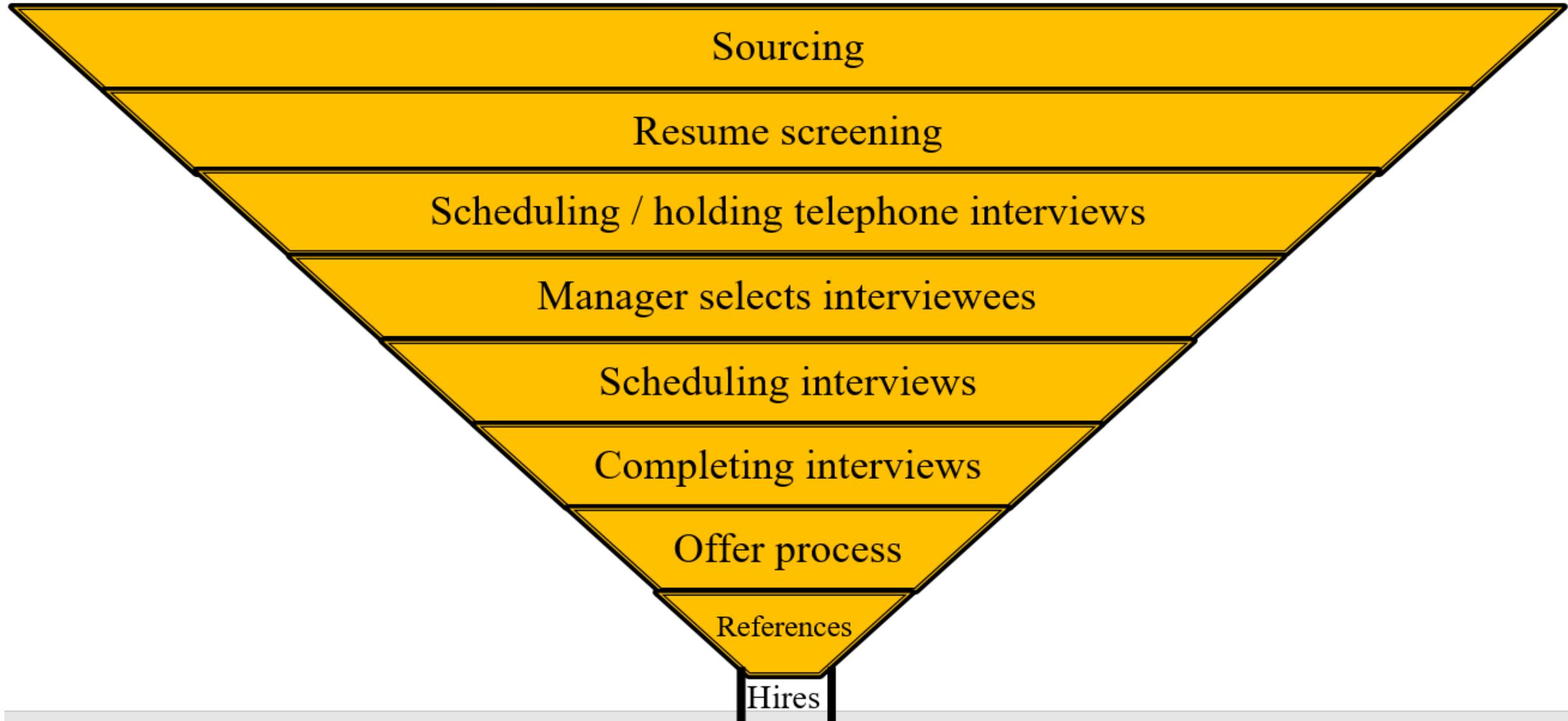
## **3 Universal speed improvement actions**

- 1. Make everyone aware of the roadblocks at their step** – educate everyone at each step about the major roadblocks and what can be done to minimize them.
- 2. Report average times at each step** – once a quarter for each recruiter and hiring manager report their average times at each step and look for long and short variations.
- 3. Ask everyone to ID roadblocks in their step** – ask everyone involved to identify low value components or roadblocks.



**TIME REDUCTION ACTIONS**  
**DESIGNED SPECIFICALLY**  
**FOR EACH INDIVIDUAL RECRUITING STEP**

# The 8 steps in the hiring funnel





## Hiring funnel – Step #1

# **SPEEDING UP REQUISITIONS**

### Expedite requisition approvals

- 1. Allow hiring to begin simultaneously** – for “**expedited jobs**” allow recruiters to begin sourcing while the requisition is being approved or after only **60% of the signatures are obtained**.
- 2. Have an “auto-approval date”** - for the requisitions for “**expedited jobs**” already in the budget ... allow the job requisition **to move forward automatically** if an approving manager fails to act within the allocated time.
- 3. Utilize electronic approvals** – with no paper.

## Speed of hire and tips – Requisitions

### Eliminate the need for creating a requisition

1. **Eliminate requisitions** – allow managers with fully budgeted positions to hire without the need for requisition.
2. **Evergreen jobs** – designate important high-volume jobs as “always open.” Which allows hiring in critical positions with this always open requisition.
3. A **corporate resource position** (for targeted exceptional talent) - when “game changers” become suddenly available... a corporate resource position allows you to hire 1 or 2 game changers each year the minute they become available.



## Hiring funnel – Step #2

**SPEEDING UP SOURCING**



## Tips for faster candidate sourcing

- 1. Identify faster response sources** – focus on the sources that attract applicants faster (like Indeed or LinkedIn).
- 2. Post jobs simultaneously externally and internally** - reduce your overall job posting time by posting the job both internally and externally at the same time.
- 3. Instant referrals using a sandwich board** – this “we need candidates today” approach notifies employees of an urgent job opening that must be filled immediately with **a sandwich board** in the lobby or the cafeteria announcing the critical need. Because it is used sporadically, it gets everyone’s attention immediately.

## More tips for faster candidate sourcing

4. **Hire during slack hiring times** – focus on periods of low competition when it's easier to hire quality fast (**December** is the lowest / January is the highest or when **competitors are not hiring**).
5. **Focus on candidates that are easy to find and safe**
  - **Boomerangs** – former top-performing employees (corporate alumni) have a high probability of success candidates because you already know their performance.
  - **Referrals from your top performers** – top performing employees consistently only refer other top performers.
  - **Silver medalists** – qualified individuals that came in 2<sup>nd</sup> for previous openings are safe hires.

## Harder to impact strategic actions

**6. Develop a pre-need talent pipeline approach - proactively sourcing positions ... before the job start date.** This minimizes chaotic “just-in-time” sourcing / assessment.

- **Continually source** – continually source for candidates for priority jobs that you know will become open within 2 to 6 months.
- **Develop talent communities** – where you can build relationships.
- **Assess and prequalify excellent candidates** – slowly assess their skills and check the references of the identified top prospects.
- **Continually sell them** – so that they are willing to wait and accept the job when it eventually comes open.

## Illustration – Talent Pipeline

### Nestle Purina Pipeline

- It is quite unusual for a firm to get even **20% of their hires from their talent pipeline**
- So, I was amazed when I found that in 2017 **Nestlé Purina PetCare “filled 43% of their positions before they came open”** utilizing their talent pipeline database which contains over 1 million prospects
- And at one plant opening, **100% of the jobs were filled** before the individual job actually started



## Hiring funnel – Step #3

# **SPEEDING UP RESUME SCREENING**

# Resume screening



## Tips for speeding up resume screening

- 1. Use LinkedIn profiles rather than waiting for an updated resume** – “passives” can be slow in applying and... also with LinkedIn, **side-by-side candidate comparisons** are much easier.
- 2. Set benchmark resume review time periods** – and alert managers and recruiters when they have reached the deadline.
- 3. Prioritize jobs** – proactively give a priority and immediately begin screening resumes for high priority jobs.



## More tips for speeding up resume screening

### **4. Act immediately when a top candidate applies**

- **Screen applicants as they come in** – and look for exceptional candidates... and act quickly before they are off the job market.
- **Develop an accelerated hiring process** – use the same recruiting process but accelerate it so it fits your target TTF.
- **Immediately conduct a telephone interview** – and make sure you reveal your high level of interest in them.

## Resume screening – Use an assessment checklist

### More tips for speeding up resume screening

#### 5. Accelerate resume screening with an assessment checklist

#### Resume screening takes much longer because...

- Each screener must **take the time to figure out what criteria to use.**
- **If they assign their own weights to assessment criteria,** it will take much more time to agree on a consensus candidates.
- **The solution is to use a weighted assessment checklist** – where resumes can only be assessed using a checklist form that only includes the weighted assessment criteria for this job. >

## Example – A resume assessment checklist

### A resume screening checklist for a retail sales clerk

- 1. They have 1 year of retail experience (**a knockout factor**)
- 2. They have sales experience (**5 points for each year up to 10 points**)
- 3. They have worked at a top 10 retail store (**20 points**)
- 4. They say they have sold within the top 25% (**30 points**)
- 5. They mentioned that they like / enjoy retail work (**10 points**)
- 6. They live within a 45 minute commuting distance (**20 points**)
- 7. They say they are outgoing or they like meeting people (**5 points**)
- 8. They do not change jobs more than once a year (**a knockout factor**)
- 9. Attention to detail... no typos or errors in their resume (**a knockout factor**)
- 10. They match our diverse customer base (**5 points**)

**Passing score = 70 points with any knockout factors**



## Hiring funnel – Step #4

**SPEED UP HIRING BY...**  
**USING TELEPHONE INTERVIEWS**  
**FOR THE INITIAL INTERVIEW**

## Use telephone interviews

### Use telephone interviews instead of face-to-face for at least the initial interview

- **They are easier to schedule with the candidate** because they don't require travel (This also makes them cheaper for out-of-town applicants).
- Interview team members **can call in from almost anywhere.**
- Because the candidate isn't seen, **they may reduce unconscious bias.**
- **Automated telephone interviews** can save recruiter time.



## Hiring funnel – Step #5

**GETTING MANAGERS TO  
SELECT INTERVIEW SLATES FASTER**

## Speed hiring tips – Faster management decisions

### Tips for getting manager's to decide on interview slates faster

- 1. 5 greats and no uglies** – have a team member do a preliminary screen of the recruiter's interview slate to ensure that there are 5 greats and no uglies... because this will reduce a manager's anxiety and make it more likely they will decide quickly.
- 2. Set a deadline where they lose first choice or access to these candidates** – require managers to decide on candidates within x days or automatically release top candidates to other managers.
- 3. Prioritize managers who make fast slate decisions** – track how long it takes each manager to decide on an interview slate and **give a low recruiting priority to managers that delay beyond the date.**



## Hiring funnel – Step #6

# **EXPEDITING INTERVIEW SCHEDULING**

**BY FAR... THE MOST WASTED TIME  
OCCURS DURING THE INTERVIEW PROCESS**

# Improving interview scheduling

## **Expediting interview scheduling**

- 1. Use remote video interviews** to reduce scheduling roadblocks.
  - Video phone interviews can... **cut the time from beginning your interviews to hire by 70%** (from 8.5 to 2.5 days, Source Fidio).
  - **Recorded videos** can be viewed by those that can't attend, they can be revisited at anytime to build a manager's confidence, and **low value interviews can be skipped through** (to save time).
  - They also **reduce travel costs** for candidates outside the area.
  - **Automated video interviews** with predetermined questions can save recruiter time (HireVue).

## Illustration – Video interviews

### Rackspace use videos to double finalist candidate quality

They used on demand video interviewing and... they **considered more candidates, cut interview and phone screening time by 87%, and hired 50% faster.**

The **quality of finalist candidates doubled.**

### Hilton used videos to dramatically reduced hiring time

They reduced **hiring time from 43 days to 5** by using remote video interviews (including fully automated interviews)

# Improving interview scheduling

## More tips for expediting interview scheduling

- 2. Online interview scheduling** – interview scheduling can be the #1 delay factor. So consider providing candidates with a website scheduling tool that allows them to pick from available hiring manager interview times (e.g. Clara Labs, GoodTime.io, and X.ai).
- 3. Provide interview slots outside of work hours** – scheduling interviews with employee candidates always takes a great deal of time. So offering interview slots after work hours or during the weekend can make many more employed candidates available .
- 4. Provide alternative interview locations that are more convenient** – more interviews will be scheduled and held if you hold them at convenient locations like malls and transit hubs.

## More tips for expediting interview scheduling

### **5. Hold all candidate interviews within a single calendar day.**

- **Minimize manager scheduling issues by...** scheduling and completing interviews for all candidates within the same day.
- Within a single day interviews also **makes it much easier to compare candidates side-by-side.**
- **The actual candidate selection decision...** may occur as many as several days later.

## Illustration – Same-day interviews

**Typeform** held all interviews on the same day

They began holding all three interviews on the same day. That made **the hiring process 43% quicker, from 38 down to 20.1 days.**

## Improving interview scheduling

### More tips for expedited interview scheduling

- 6. Utilize speed interviews at an event and all within a single calendar day** – reduce hiring managers scheduling conflicts by holding dozens of speed interviews all within a single day. Under this 5 minute interview model you rotate candidates among multiple hiring managers in a large venue (like speed dating) (e.g. Travelodge).
- 7. Require manager availability on interview Fridays** – managers are often too busy to interview... so require those involved in current hiring to make themselves available on “interview Fridays” (**every Friday or one Friday a month**).

# Improving interview scheduling

## Avoid having top candidates drop out of the interview process

- 1. Clearly describe the upcoming interview process steps... to reduce top candidate anxiety and dropouts** – outline the goals, steps, how long and who will participate (e.g. Blackberry and J&J).

# Reducing time to get feedback

## Google now delivers feedback faster

They have a new initiative to reduce  
**interview feedback time from 3-5 business days to 24 hours.**



**REDUCE...**

**THE NUMBER OF REQUIRED INTERVIEWS**

**PER CANDIDATE**

### Reduce the number of interviews to increase hiring speed

#### 1. Reduce the number of interviews

- Google research revealed that **after two interviews**, very little assessment accuracy is added.
- And **after four interviews** with a single individual, almost no assessment value is added
- This will also **reduce candidate frustration** and save the time of interviewers.

## Reducing the number of interviews

### Google utilizes “The Rule Of Four”

They reduced its time to fill **by two weeks...** using the “rule of four”.

Which limits interview teams to 4 and offers a maximum of 4  
interviews per candidate.

# Data reveals that excess interviews don't add value (Google)

Increase in accuracy (ability to predict hire/no hire decision) of the mean interview score



# Make interview decisions faster

## Speed up candidate selection decisions after interviews

- 1. Limit consensus hiring decisions** – avoid it because consensus decision-making dramatically increases hiring decision time.
- 2. Eliminate duplications** – don't waste time **repeating the same interview questions** across multiple interviews.
- 3. Use a weighted checklist for interview assessment.**
  - Interview assessment takes longer... when interviewers must **take the time to figure out what criteria to use.**
  - And with **everyone using different criteria and different weights...** it takes much more time to agree on a candidate.

**An example of a weighted checklist >**

## Example – An interview assessment checklist... for a Sales Clerk

### An interview assessment checklist for a retail sales clerk

- 1. They have proof that they are 18 (**a knockout factor**)
- 2. They arrived before time (**10 points**)
- 3. They say they can work 40 hours a week (**10 points**)
- 4. They have a workable plan to get to work (**10 points**)
- 5. They have done research on our firm / products (**15 points**)
- 6. They come across as welcoming in the greeting scenario (**20 points**)
- 7. They passed the product knowledge test (6 of 8) after reading the material for 15 minutes (**30 points**)
- 8. They passed the felony background test (for those handling \$) (**a knockout factor**)
- 9. They provided proof they can work in the country (**a knockout factor**)
- 10. They passed our “fit assessment” (**5 points**)

**Passing score = 70 points with no knockout factors**

**IF YOU'RE REALLY BOLD...**

**CONSIDER SAME DAY HIRING**

# Three variations of same-day hiring

## Same calendar day hiring approaches

### 1. Same-day hiring

- This most aggressive variation... schedules all finalists for an all-day assessment (all candidates come in on the same calendar day).
- **This excites candidates** because they know the process will be over quickly.
- **An offer is made** at the end of the day to the best candidate.
- **An exploding offer** is often added to encourage or incent the finalist to accept the offer before they leave the building.
- A variation is “**same-week hiring**”... where all finalists know that the decision will be made before the end of the week.

# Three variations of same-day hiring

## More same calendar day hiring approaches

### 2. Same-day offers

- **Nearly 6 in 10 candidates “find the most frustrating part of the job search is... the long wait after an interview to hear if they got the job” (Robert Half survey).**
- **So on any day that you decide that the interviewee is the one to be hired ... you make them an offer before they leave the building.**
- **It can be an exploding offer... or you can allow the offered candidate to wait several days before making their final decision.**

## Three variations of same-day hiring

### More same calendar day hiring approaches

#### 3. Hold a national hiring day

- This increasingly popular approach... **publicizes** the fact that the firm is hiring thousands of employees on a single calendar day (**Amazon, Chipotle, Macy's**).
- **It's effective because...** it garners a great deal of **free publicity** and a buzz about working at the firm.
- It also adds value because **hiring managers only need to focus on hiring for a single day.**

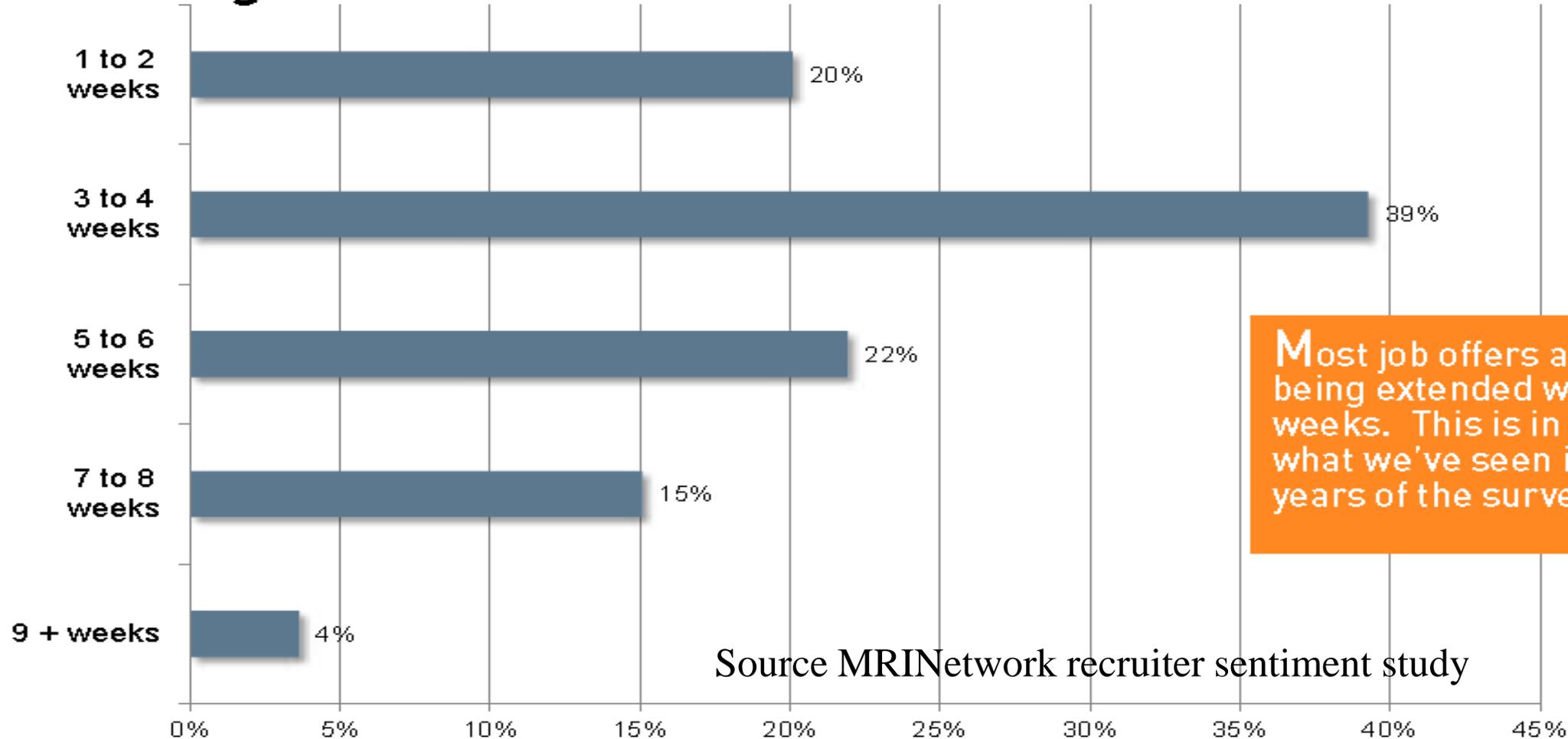


## Hiring funnel – Step #7

# **ACCELERATING THE OFFER PROCESS**

# 20% of the offers are made within 2 weeks

## How Long Does it Take to Get an Offer?



Most job offers are still being extended within four weeks. This is in line with what we've seen in previous years of the survey.

## Speeding up the offer process

### **Tips for expediting the offer / closing process**

- 1. Immediate salary quotes** – waiting for the compensation to arrive at a fair compensation offer is a major delay factor. So develop a process that requires comp. to complete the offer in a single day.
- 2. Allow offer acceptance on the Mobile phone** – make it easy to instantly say yes from anywhere.
- 3. Knowing their “job acceptance criteria” makes an offer less likely to be rejected** – making offers that meet most of their offer acceptance criteria (what they need to say “yes”) means you won’t have to spend time renegotiating or shifting to the #2 candidate.
- 4. Exploding offers** – these are powerful monetary incentives to encourage candidates to make an acceptance decision quickly.

# Speeding up the offer process



## More tips for expediting the offer / closing process

### 5. Use fixed data-driven decision formulas for offer compensation

- **Compensation** processes that require **ad hoc decision-making** take much longer.
- **Have a fixed formula for compensation** – use a **fixed market-based compensation formula** that makes decisions faster and with less bias (e.g. Google).



## Hiring funnel – Step #8

# **SPEEDING UP THE REFERENCE CHECKING PROCESS**

# Speeding up reference checking

## Tips for speeding up reference checks

### 1. Simultaneous reference checking

- Rather than waiting until the final candidate is selected.
- **Simultaneously checking the references of the two top candidates during their final interviews** can save a significant amount of time.

**2. Use electronic reference checking** – electronic reference checking can be broader, faster and more accurate than the typical telephone call approach (often vendor supplied).

**3. Double check reference contact information** – ensuring that all reference contact information is correct during the interview process will also save a lot of time.

## Illustration – Minimize reference check errors

### NHS hospitals paid attention to references

- They found that much of their delay was related to reference checks.
- Recruiting managers were encouraged to use automated emails and reminders to nudge referees
- And to double-check that reference contact information was correct at the interview stage to avoid delays.
- They cut their time to fill in half from 16 weeks down to 8



As time allows... a quick scan of...

**6 HARDER TO IMPLEMENT**

**STRATEGIC SPEED OF HIRE ACTIONS**

## 6 harder to implement strategic actions

**#1 Shift to data-driven recruiting** – more errors are made with intuitive recruiting process decisions, so **re-do's can be reduced when decisions are based strictly on data.**

### **Recommended actions**

- **Commit to data-driven sourcing** – when you calculate quality of hire for a position, **you can easily determine which sources produce the best candidates.** Using weak sources slows up the hiring process and increases the likelihood of a bad hire.
- **Be data-driven in other areas** – use data to identify **the strongest attraction factors and weak recruiters / hiring managers.**

## Harder to implement strategic actions

**#2 Expedited hiring for exceptional candidates when they apply** – whenever you receive a resume of an exceptional candidate or innovator, **it's essential that you expedite the hiring process** so it is completed before they can get another offer.

### **Recommended actions**

- **Identify top candidates early on** - it's a mistake to wait until all applications are in before examining the top received candidates.
- **Expedite the standard hiring process for exceptional candidates** - legally the hiring process should be the same across all candidates, but it is certainly okay to expedite the process so that the steps are completed faster for exceptional candidates.

## Harder to implement strategic actions

**#3 Automate slow processes or use vendors** – many firms find that automation can do human recruiting tasks faster and just as accurately.

### Recommended actions

- **Automate reference checking** – where feasible use vendors that utilize electronic background checking databases and processes.
- **Automate requisition creation and approvals** – make it digital. Where possible allow the initial hiring process for budgeted positions to begin in critical jobs before all approvals are finalized.
- **Automate candidate slate approval** – make it easy for hiring managers to electronically approve their choices.

## Harder to implement strategic actions

**#4 Measure and reward managers and recruiters for great hiring – rewards can dramatically increase a hiring manager's focus on recruiting.**

### **Recommended actions**

- **Reward great hiring** – measure, recognize, reward and report on hiring managers and recruiters that produce great hiring results (including quality of hire and speed of hire).
- **Make great hiring a promotion criteria** – require hiring managers to demonstrate great hiring before they can be promoted.

## Harder to implement strategic actions

**#5 Reduce requisition loads for recruiters** – there is a **direct correlation between recruiter requisition loads and time to fill**. Recruiting executives need to be convinced that the false savings generated by high req loads actually costs the firm money.

### **Recommended actions**

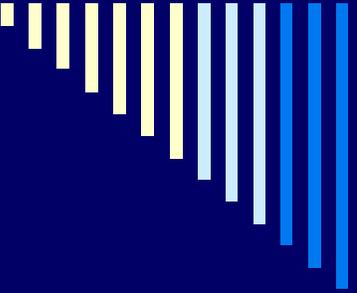
- **Reduce req loads** – track recruiter requisition loads and determine the optimum level for the targeted hiring speed and quality.
- **Prioritize jobs where speed matters** – assign the best and fastest recruiters to high priority jobs.

## 6 harder to implement strategic actions

**#6 Develop a Service Level Agreement (SLA)** - SLA's add accountability... and by setting measurable expectations, roles and deadlines, hiring will speed up dramatically.

### Recommended actions

- **The SLA should require hiring managers to...** quickly review resumes, to be available for interviews and to make hiring decisions within a specified number of days.
- **The SLA should require recruiters to...** meet its deadlines when it comes to sourcing, initial resume screening and reference checking.



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**Did I make you think?**

**How about some more questions?**

**Please follow me or connect on LinkedIn**