

## STRATEGIZING FOR HIGH-VOLUME HIRING SUCCESS

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### What You Need to Know

Many larger organizations with customer service and support roles are in the practice of hiring hundreds or even thousands of positions a year – even more for those with high-volume seasonal needs such as retail, warehouse and delivery services. Other industries also prone to high-volume hiring needs, such as healthcare and commercial air travel, are constantly fighting the competition for in-demand, highly specialized talent. But traditional hiring practices for high-volume hiring can add unnecessary steps to the application and screening processes for roles that may only have basic candidate prerequisites, while the sheer volume of applicants could clog candidate review and interview processes. In addition, a lengthy time-to-offer may mean missing out on candidates who are applying to multiple companies for a variety of, and multiple, roles. How can your organization better prepare for a smooth journey from “hello” to hired and be sure you’re finding and securing the best fit in any role?

Managing the cost of today’s talent acquisition has become a bottom-line challenge in several industries. Companies can build a high-volume hiring strategy that complements, rather than competes with, existing talent acquisition processes. This analyst insight is the result of discussions between 3Sixty Insights and Phenom vis-à-vis the strategies that organizations would be wise to consider and implement in advance of embarking on high-volume hiring campaigns. A dedicated strategy to adjust high-volume and seasonal hiring can help companies fill roles faster, meet staffing targets to support daily business, and create the conditions that enable skilled recruiters to focus on successful candidate engagement rather than repetitive administrative tasks. Furthermore, advances in, for example, artificial intelligence can make a meaningful, measurable difference for the better and transform high-volume hiring processes into effective, efficient campaigns ([3Sixty Insights 3SIAG2214 - “The 3Sixty Insights Human Capital Management Themes for 2022,” January 2022](#)).

### Identify Your Issue: What Is Slowing Down Your Hiring System When Recruiting at Scale?

Many organizations’ traditional hiring processes lack the flexibility needed for fast and smooth talent acquisition, which could leave them behind as candidates quickly flock to a simpler and faster hiring experience from the competition. Employers needing to fill roles quickly and accurately must examine and identify areas where complexities and friction, from the very first communication to the day of hire, can be reduced.

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#### AT A GLANCE

##### Solution

Phenom

##### Synopsis

Organizations can reduce hiring friction on the frontlines, fill essential roles faster, and meet unprecedented demand. With the help of artificial intelligence and automation from a vendor such as Phenom, recruiters can engage candidates in large numbers to execute successful high-volume hiring — not only for transactional-skill jobs, but also for in-demand roles requiring specialized skills (e.g., clinical care professionals and trained flight attendants). The results are significant reductions in time to offer and hire, improved hiring throughput at scale, and better optics for the employer brand.

Following are some pitfalls that cause organizations to lose out on applications—i.e., because of the rigidity of a traditional hiring system:

- Does the process contain steps that just aren't necessary for open requisitions calling for candidates with entry level or basic transactional skills? The requirement to upload a resume is one of many potential examples.
- Is the organization listing unique or very specific job titles that may not make sense to candidates or be difficult for them to search properly? This can cause unintended dissonance between the hiring organization and its target candidates.
- Does the organization have technological barriers to an efficient and user-friendly hiring process? For basic-skill roles, for example, to reach candidates who may not have access to desktop or laptop computers, is the application process accessible via text or chat?
- Are skilled recruiters spending more time on mundane or repetitive tasks than on building personal relationships with candidates? Saddling recruiters with activities such as sorting qualifications and scheduling interviews is an avoidable underutilization of their time.

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## Trends in Hiring: Do You Have What it Takes to Keep Up?

McKinsey's [insights on a post-pandemic labor market](#) indicated that jobs in work arenas with higher levels of physical proximity – mainly in industries such as on-site customer service, leisure and travel, medical care and personal care – are likely to see greater transformation after the pandemic, which is triggering an omni-industry shift in business models. Meanwhile, the U.S. Bureau of Labor Statistics reported in a Q1 2022 [Economic News Release](#) that the national quit rate, or number of voluntary separations initiated by the employee, remained high at 2.9 percent or 4.4 million. The largest voluntary separations over the previous month were in mainly hourly positions such as retail (74,000 employee quits) and durable goods manufacturing (22,000 employee quits). Workers are on the move far more today than in past generations of staying in one job for decades, and organizations are recognizing the urgency of attracting and retaining talent during the lingering effects of the "[Great Resignation](#)" while acknowledging and responding to the mobility and expectations of job seekers.

## About Phenom

Since its founding in 2011, Phenom has been driven by its purpose of helping a billion people find the right job — and has grown to serve more than 500 global customers. The Phenom Talent Experience Management (TXM) platform is an AI-powered solution that connects every interaction across the four key talent experiences, unifying the entire talent lifecycle so that candidates find the right job, employees grow and evolve, recruiters discover top talent, and managers build better teams faster. This unification of technology and experience design incorporates artificial intelligence, 1:1 true personalization, intelligent search, enterprise talent graph, holistic integrations, and digital accessibility. Phenom purposefully refrains from offering a one-size-fits all solution to high-volume hiring, instead acknowledging that different industries and different companies have different high-volume hiring needs. The question clients are encouraged to consider is, *what's right for you?*

In our post-COVID labor market, an overly complex talent acquisition workflow can create understaffing, leading in turn to lost shifts, lost customers and lost revenue. A leading way to acquire talent is to provide candidates with a personalized, streamlined and responsive hiring experience. For jobs requiring nominal qualifications, recruiters need interactive tools that can accelerate offers and bring new hires on board rapidly, particularly when candidates are applying to dozens of companies or locations. Here, additionally, there's another aspect to consider: a big box retailer's or quick-service restaurant's competition is not only other box retailers or quick-service restaurants in physical proximity to the candidate, but also any other organization in need of transactional-skill labor, such as distribution centers or delivery services. Engaging companies with streamlined, straightforward hiring workflows will get top-of-mind consideration, provided they have the process and tools needed to be visible and appealing to job seekers. Too much choice can lead to application abandonment; organizations must make the application process as easy as possible for job seekers.

**Savvy organizations are turning to AI tools like chat which can perform human-like recruitment tasks such as guiding applicants through the process, answering questions and scheduling interviews. In a fully automated process, Phenom Bot can take an applicant through every step, sharing jobs that fit the seeker's skills and experience and then helping them find the best match based on their needs, such as desired commuting range and shift availability.**

for already-posted or alternate, much-needed roles. "This situation makes job seekers believe companies don't care about them," Forbes reported. "Since job seekers think corporations are acting rudely, they justify their own ghosting actions."

For this reason, savvy organizations are turning to AI tools like chat which can perform human-like recruitment tasks such as guiding applicants through the process, answering questions and scheduling interviews. In a fully automated process, Phenom Chatbot can take an applicant through every step, sharing jobs that fit the seeker's skills and experience and then helping them find the best match based on their needs, such as desired commuting range and shift availability. AI is an investment-worthy technology in helping to ensure that organizations can both attract and manage enough candidates to account for ghosting and for building a candidate pool for open roles, in a process made more efficient by providing an automated decision tree for funneling job seekers through as light-

## Concrete and Abstract Talent Acquisition

The benefits of proper human capital management, as well as the detriments of HCM poorly carried out, run the gamut. For clarity, these results, good or bad, come in two categories. Concrete results are easily quantified, usually financially, whereas abstract results are there, but much less easily quantified, if at all ([3Sixty Insights BWSRN2142 - "Concrete vs. Abstract HCM: The Power of 'And,'" April 2021](#)).

Just as much as any other domain of HCM, the results of talent acquisition are broadly categorizable in this way. For example, high-volume hiring campaigns ill-fitted to the type of candidates needed have financially quantifiable inefficiencies and lead to abstract consequences, such as damage to the consumer brand through degradation of customer service or satisfaction at the behest of new employees unhappy with how they were hires. As for the employer brand, damage arrives through job seekers' word-of-mouth spread of bad hiring experiences. From a concrete perspective, the flipside is efficiency in the process of recruiting and hiring people; from an abstract perspective, it is the positivity a brand absorbs from pleasant, rewarding experiences for potential and actual hires.

lift of a workflow as possible—and incorporating so-called “knock-out questions” to filter unqualified applicants out of the process quickly.

## Know Thyself: What Strategies Are Best for Your Organization?

Organizations are wise to consider high-volume hiring holistically, involving not only human resources, but also operations — i.e., leadership and hiring managers whether they be in the store or at the manufacturing plant or healthcare facility, for example. What strategy do they need to address? What can they offer candidates to stay ahead of the competition? What teams are they pulling in to adjust hiring, and do any of those stakeholders have process requirements that may create roadblocks that could derail successful hiring at scale? Notably, Phenom digs deeply into talent acquisition with every client, asking each questions whose answers must be built into a high-volume hiring strategy. Following are additional questions every such employer must ask itself:

**Phenom encourages all companies to bring questions to the table to identify what needs to be built into their hiring strategy. Phenom workflow assessments can help identify bottlenecks – for instance, a large company may not have enough recruiters, or a rigid hiring process could mean spending the same amount of time and effort hiring a cashier as a web developer.**

- How is the organization filling transactional roles in its hiring system?
  - What is the strategy for acquiring talent quickly and effectively?
  - If the organization uses agencies to fill high-volume, short-term seasonal roles, has it calculated how much it costs to hire and re-hire through these agencies?
- Has the organization looked at who is competing for transactional roles and what their process looks like?

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## Why You Can't Wait: The Cost of Vacancy

Having a good high-volume strategy is a financial necessity for any organization, as it diminishes the cost of vacancy. ManpowerGroup's [2022 Employment Outlook Survey](#) reported that 69 percent of employers have difficulty filling jobs, and that by 2030 an anticipated 85 million global talent shortage could result in around \$8.5 trillion

## Skills, Jobs, People — Understanding Links

A skills ontology can enable organizations to define and measure relationships between skills, jobs and people. With Phenom's robust skills ontology, AI can make associations between skills for various jobs and match applicants to the positions requiring those skills — such as identifying whether an applicant has customer-facing skills and matching those to the right jobs. For high-volume hiring, Phenom AI also moves candidates for certain types of roles into a fast path to scheduling interviews and extending conditional offers. Their AI-powered chatbot can screen for qualifications and direct candidates to next steps, such as providing the applicant with links to forms to complete for background checks.

unrealized annual revenues. That is an enormous lost opportunity cost associated with failure to approach high-volume hiring in the right way.

LinkedIn [provided a formula](#) for calculating the cost of vacancy, which varies not only by position and salary but by industry. Yet all employee vacancies have a hard cost — a workload needing coverage by a temporary employee, an existing employee receiving paid overtime, or a position left unattended — and a soft cost – lost productivity, lowered employee morale and affected customer service quality – on every organization. In large organizations with high-volume hiring needs, the combination of lost hours, lost revenue and churn from existing employees who now need to work extra shifts are all ramifications that can't be ignored. Several unintended consequences could end up costing the organization for its vacancies:

- aggressive signing bonuses to bring on new help quickly
- inflated hourly salaries and overtime for particular employees picking up the slack, causing inequity and lowered morale across your staff
- outsourcing hiring to agencies over and over, especially in industries with high quit rates

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face the threat of lost business and both employee and customer satisfaction. Customers unhappy with reduced hours or reduced service due to understaffing will take their business somewhere more convenient to them, such as an online store, and impact your bottom line. The decision to create a job requisition, as well as the cost to fill an open one, needs to be a balance sheet item, and companies need to fill open positions as quickly and conveniently as possible to stay ahead of the competition. For this, organizations need a solution that's highly configurable to their particular needs. The efficiency provided by AI-assisted recruiting can result in financially quantifiable benefits with a significant improvement in both recruiter productivity and candidate engagement, which moves organizations along to the human part of the hiring process faster and more efficiently.

To lower cost of vacancy, employers need to invest resources within talent acquisition. Being understaffed has a cost that results in some kind of lost business. 3Sixty Insights notes that per Heskett's business model of the [service-profit chain](#), understaffed organizations

## Customer Success

One Phenom client is a global provider of onsite and workplace daycare services for children. The employer chose Phenom to help fill high-priority jobs for licensed and classroom support professionals: a regulatory requirement for childcare services specifies the number of qualified employees who must be on duty at any given time. If a provider of childcare fails to have the required number of staff on the premises for providing care and education, the children have to be sent home — resulting in lost revenue for the business and headaches for parents, who could always elect to work with alternate daycare providers.

To end this potential damage to its brand and loss of revenue, the client realized it needed a better strategy for its hiring process to fill these priority positions and, thus, comply with local childcare regulations. Phenom's AI-powered technology helps the client categorize roles into major job groups: teacher, classroom assistant or specialist. Aided by the Phenom Chatbot, job seekers who share their qualifications receive job recommendations immediately. These are appropriate for experience and any professional certification. Best-fit candidates are identified for each role based on skills and geographic location, streamlining hiring.

## Consider Solutions: How Can You Adjust Workflows or Create New Ones, and How Can Technology Help?

Addressing barriers is a must for high-volume hiring success. If the employer requires a resume for an entry-level hourly wage role, given that many hourly wage workers must take the time to build a resume from scratch, the organization risks losing candidates to competitors who only ask for contact information and a current position. Review and adjust entry fields so candidates aren't discouraged when trying to join the team, tailoring the application with a goal of ease for candidates and employing an AI chatbot that can be readily available at all hours to respond and help applicants move beyond an application roadblock. Reconsider required answers that may cause a job seeker to pause or give up on applying. Ensure that the process is user-friendly for job seekers depending on mobile devices.

**By blending AI-driven automation and human connection, however, Phenom's AI Scheduling can take on duties like screening and setting up interviews for jobs so recruiters can focus on answering candidates' questions, getting job seekers interested in the organization and helping candidates picture how they can participate in a community.**

Is it possible to balance automation with personal outreach? Amazon.com, Inc. is one of the world's most recognized and successful brands, and its automated hiring process from job discovery to offer can take just 30 minutes or less. Amazon's quick hiring could be well more tailored to individual job applicants, but it does have personalized recommendations for job types and locations, and the employer's bot response is directed to the applicant by name. Quick candidate engagement and rapid conditional job offers surely help Amazon address high warehouse staff turnover rates reportedly as high as 150 percent, according to an [investigation by The New York Times](#), as reported by [Business Insider](#). Elsewhere, some of the world's largest employers fully automate a rapid-response hiring process that is efficient, yet impersonal to the point of disengaging candidates. By blending AI, automation, and human connection, however, Phenom AI Scheduling can take on duties like screening and setting up interviews for jobs so recruiters can focus on answering candidates' questions, getting job seekers interested in the organization and helping candidates picture how they can participate in their community. The Phenom Candidate Relationship

Has the organization compared job titles and descriptions across its industry to confirm an easily searchable and identifiable role? If other organizations are listing an equivalent opening as "Cashier," but the job listing has always been listed as "Team Member" at the organization in question, it's time to revisit the strategy to ensure the employer's opportunity is indeed visible to job seekers.

### Things to Consider

As AI enables the enterprise to shift its calculus in building and executing on high-volume hiring campaigns, questions in need of answers arise. Following are examples:

- How scalable are the organization's CRM and email marketing campaigns? If they're not currently automated, recruiters are likely overwhelmed by manual tasks, responses, and tracking when candidate numbers climb to the hundreds or thousands.
- Is the inbound candidate experience at all personalized and on-brand? Especially from the organization's chat and SMS functions, communication must be candidate-friendly — e.g., prompt, straightforward.
- What amount of effort is needed to uncover useful recruiting data and hiring insights? This might entail information such as specific job roles or job locations that seem too hard to fill or keep filled.

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Management (CRM) tool also allows recruiters to connect with past employees and send a communication asking if they're interested in coming back. Today's AI has the capacity to create personalization, engaging job seekers and helping them identify their desires such as commute range and shift, while also automating the talent acquisition process to create human efficiency.

## Get Results: Better Processes for High-Volume Hiring

Many companies choose to outsource to a staffing agency for transactional roles, increasing expenses, but in-house talent acquisition teams can do this just as effectively with the deployment of AI. Strategizing for high-volume hiring needs to focus on process-streamlining to achieve success. Intelligent automation for tedious hiring tasks can improve efficiency in high-volume hiring by up to 95 percent by integrating the handoffs within and between discrete workflows such as candidate discovery and profile data collection, campaign creation and effectiveness reporting, AI-based matching of skills to job requirements, scheduling, and hiring manager feedback. AI can increase hiring velocity to help recruiters reach the right candidates faster, while a smart, tailored workflow can eliminate unnecessary steps or requirements from projects to hire large numbers of people with transactional skills and still support compliance with the complex regulatory landscape governing the employment of people. Today's job seekers have come to expect a convenient, one-stop-shop experience, which can be made possible with personalization and intelligent automation. Don't miss out on acquiring talent for unfilled roles because your competition responded more quickly than you.

3Sixty Insights Inc. Navigating the Information Technology Buying Process.

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