Fine-Tune Your Strategy:
A High-Volume Hiring Playbook

phenom

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Whether you are hiring for hourly workers, front line skills, or to cover seasonal business needs, you know that hiring at scale is an ongoing challenge, shifting from an HR problem to a business problem.

It is an unavoidable cost of doing business in many industries, especially those hit hard by post-pandemic labor shortages. According to the U.S. Chamber of Commerce, the hospitality, manufacturing, and transportation industries each faced **increases of more than 50%** in vacant jobs from the end of 2020 to the end of 2021. For industries such as retail and healthcare, more than 6% of all available jobs were unfilled.

As the former CHRO of Life Time, the healthy way of life company, I had to hire 21,000+ new team members over a number of years with a strict standard for quality, licensing, and certifications. Without partnering my 30 talent acquisition pros and 1,300 hiring managers with AI-powered technology, we could not win.

Through the power of AI, automation, and personalization, recruiters can spend less time on volume-based processing tasks and more time on higher-value candidate engagement.

Our High-Volume Hiring Playbook was designed to support your team to successfully hire in tough headwind markets — empowering you to accomplish this year after year without sacrificing quality for quantity. From one CHRO to my colleagues with a volume hiring mission, it is my hope that it enables you to not only grow your teams, but retain them for the long haul.

Jess Elmquist
CHRO & Chief Evangelist
Phenom

Introduction

Up to **30 hours** of a recruiter's week can be spent focusing on administrative work instead of candidates. With talent scarce, competition fierce, and every moment spent sourcing job seekers important, recruiters need a way to free up their time to focus on the people part of their jobs — especially when hiring at scale. Hiring hundreds or thousands of employees also doesn't have to be as hard as it's traditionally been... on recruiters, hiring managers, or candidates.

How can organizations meet high-volume hiring demands — without sacrificing amazing talent experiences?

AI and automation are at the center of it all, easing the application and hiring processes for every key stakeholder in the talent journey.

Every major hiring initiative needs a playbook; a way to keep score. Like a musical score, it's something to help determine the measures that must be considered, the speed at which to proceed, and the stakeholders needed to stay on track without missing a "beat."

This High-Volume Hiring Playbook lays out best practices for building your own strategy, and is organized as follows:

1. **Assessing Your Priorities**
2. **Setting Your Strategy**
3. **Building Your Action Plan**

Examples and checklists throughout this guide will get you on your way to a winning volume hiring strategy.

Assess Your Priorities

To build a solid plan for your volume hiring needs, you must first **identify the areas of hiring at scale that take the most time for recruiters**. Ask yourself and your team:

- What is *really* necessary for the volume roles that I am filling?

- Are candidates asked to meet in person for interviews with HR and the hiring team?

- Are there unnecessary knockout questions included in online applications?

- Are there standard organizational recruiting or interviewing practices that become redundant for transactional, evergreen, or seasonal positions?

- Are our hiring volume plans supportable by our current talent acquisition (TA) staff?

By assessing your answers, you'll discover where you can cut or automate certain functions, especially at the early stages of candidate review. If you are requiring hourly employees to complete *multiple* rounds of interviews and skill tests, for example, there are likely inefficiencies that can be streamlined. Here is a preliminary checklist to get you started:

- [ ] **Validate your planned ratio of open requisitions to recruiters**
- [ ] **Estimate how many CVs you typically review for each open role**
- [ ] **Identify which early-stage review actions can be automated:**
    - **Job<>Candidate skill matching and evaluation**
    - **Screening**
    - **Interview scheduling**

The next step is to **look at the roles you typically fill at scale and define them so they are easy for candidates to recognize**. For example, consider the difference between a sales associate and a crew or team member — will your candidates know the difference?

Taking time to comb through the actual requirements for your posted jobs is crucial to catching unnecessary knockout questions, like the year they graduated or whether or not they have a high school degree.

If hiring is done by on-site managers, ensuring they are able to screen and make job offers directly is paramount. You're almost ready to plot your priorities when you can:

☐ **Define your high-volume job titles consistently**

☐ **Review your application questions and remove any that are unnecessary**

☐ **Empower on-site hiring managers to be part of your TA team**

Finally, **take time to really think about the candidates you are looking to attract for your high-volume positions.** Do they expect:

- Shift flexibility for part time positions

- Application processes for mobile, on-the-go, or deskless candidates

- Text and chatbots for anytime/anyplace communications

An always-on chatbot powered by conversational AI is critical for automating sourcing, screening, scheduling, and answering candidate questions — whether you're adding it to your recruiting efforts or using it to capture missed opportunities.

After assessing the priorities above, consider the technology that your team can adopt to automate and streamline those processes:

☐ **Mobile click-to-apply features**

☐ **SMS and text messaging for speedy connection with eager job seekers**

☐ **Chatbot added to your career site for basic candidate inquiries and concierge services**

Despite its impact, our **2022 State of Candidate Experience Report** found that among the U.S. Fortune 500 companies, *only 13%* included a chatbot feature on their career site.

Set Your High-Volume Hiring Strategy

Once you've spent time reviewing how you hire at scale, who you hire at scale, and the job roles most frequently hired, what's next? At this point, you should have a good sense of where you can accelerate or remove tasks to free up your recruiters and put more qualified job seekers in front of hiring managers — and get them on the job faster.

At Phenom, we recommend adding **intelligent automation** to your high-volume hiring strategy — but where and when you supplement manual processes is a matter of your hiring priorities.

Adding AI and automation to your hiring strategy is not an all-or-nothing decision, nor does it replace the all-important human element of the HR function. A solid high-volume hiring strategy weaves AI into the places where it does the most good for the candidate and recruiting team.

For warehouse or store associate roles, AI-based tools can carry a job seeker from personalized job recommendations on a career site right to a conditional job offer made via chatbot, dramatically shortening the time to offer. For other roles, AI can help with initial screening and aligning available candidates to your most important jobs to fill — with personal interviews, credential checks, and assessments to follow.

"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, and AI-based matching of skills to job requirements, scheduling, and hiring manager feedback."

3Sixty Insights

So, where does it make sense for you to add AI and intelligent automation to your high-volume strategy?

Compare the range of typical manual tasks for an average recruiter with a streamlined to-do list that provides time for meaningful, personal hiring interactions. Consider for which tasks it is most critical to retain the personal touch of a recruiter, and for which roles. Ask yourself: *Do we have standard, corporate HR recruiting tasks that introduce unnecessary reviews or feedback loops for hourly or early-career job roles?*

Set your new strategy to apply just the right amount of personalized recruiter time to just the right candidates and your most important roles to fill. Here's a quick checklist to guide your decision making:

- [ ] **Make a task map like the one below to visualize how much effort goes into each hire**
- [ ] **Assign the average amount of time spent on each task for each candidate**
- [ ] **Move rote activities to a process governed by automation**
- [ ] **Calculate the time saved by the number of candidates you typically consider for each high-volume role**

Day in the life of a recruiter

HUMAN

RECRUITER

● HUMAN TASK
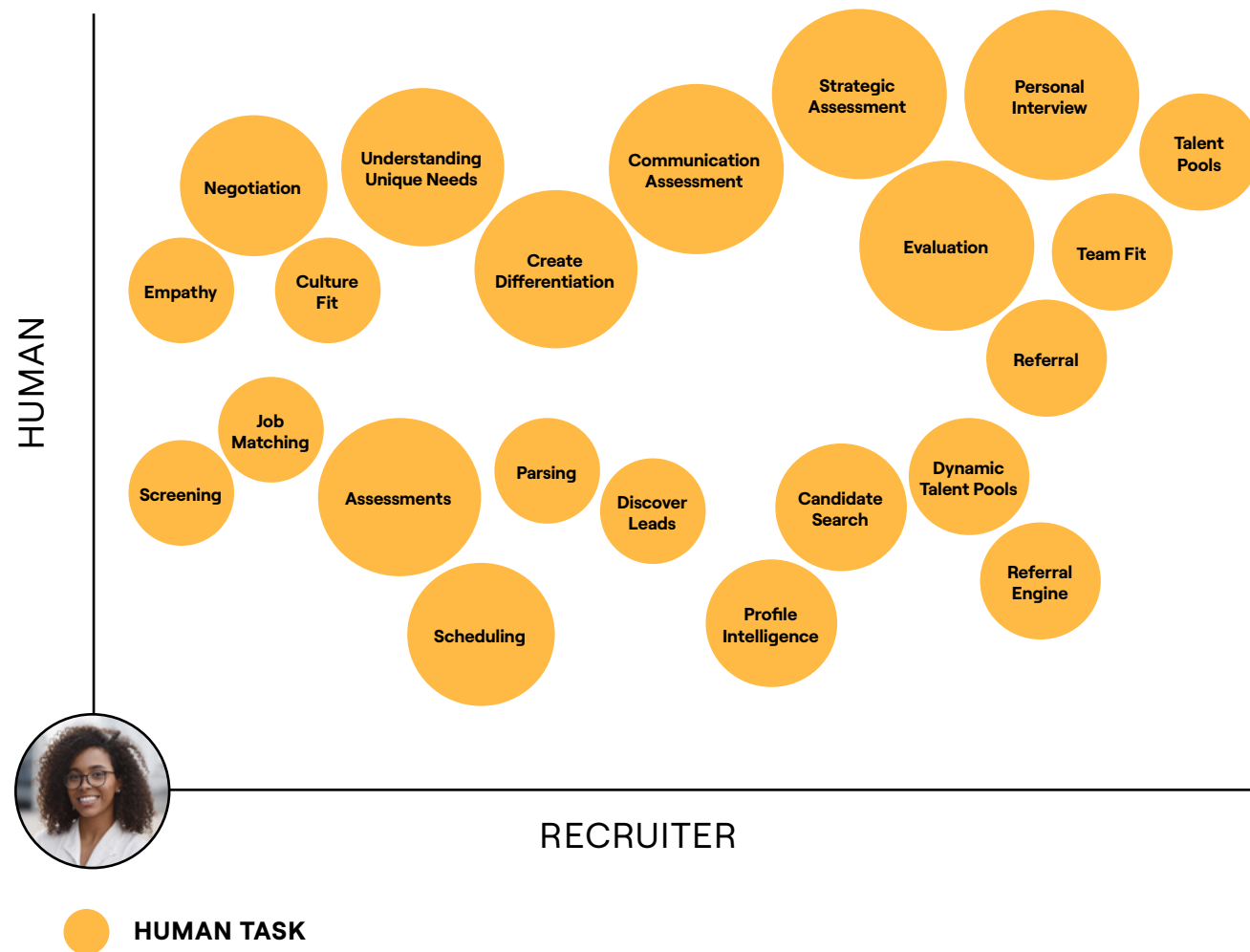
Phenom estimates that a recruiter typically spends up to **40%** of their time on repetitive, administrative tasks such as candidate sourcing, screening, and scheduling

Recruiter with AI and automation

HUMAN

AUTOMATION

RECRUITER

● HUMAN TASK   ● NEW AI TASK   ● HUMAN TRANSFER TO AI TASK
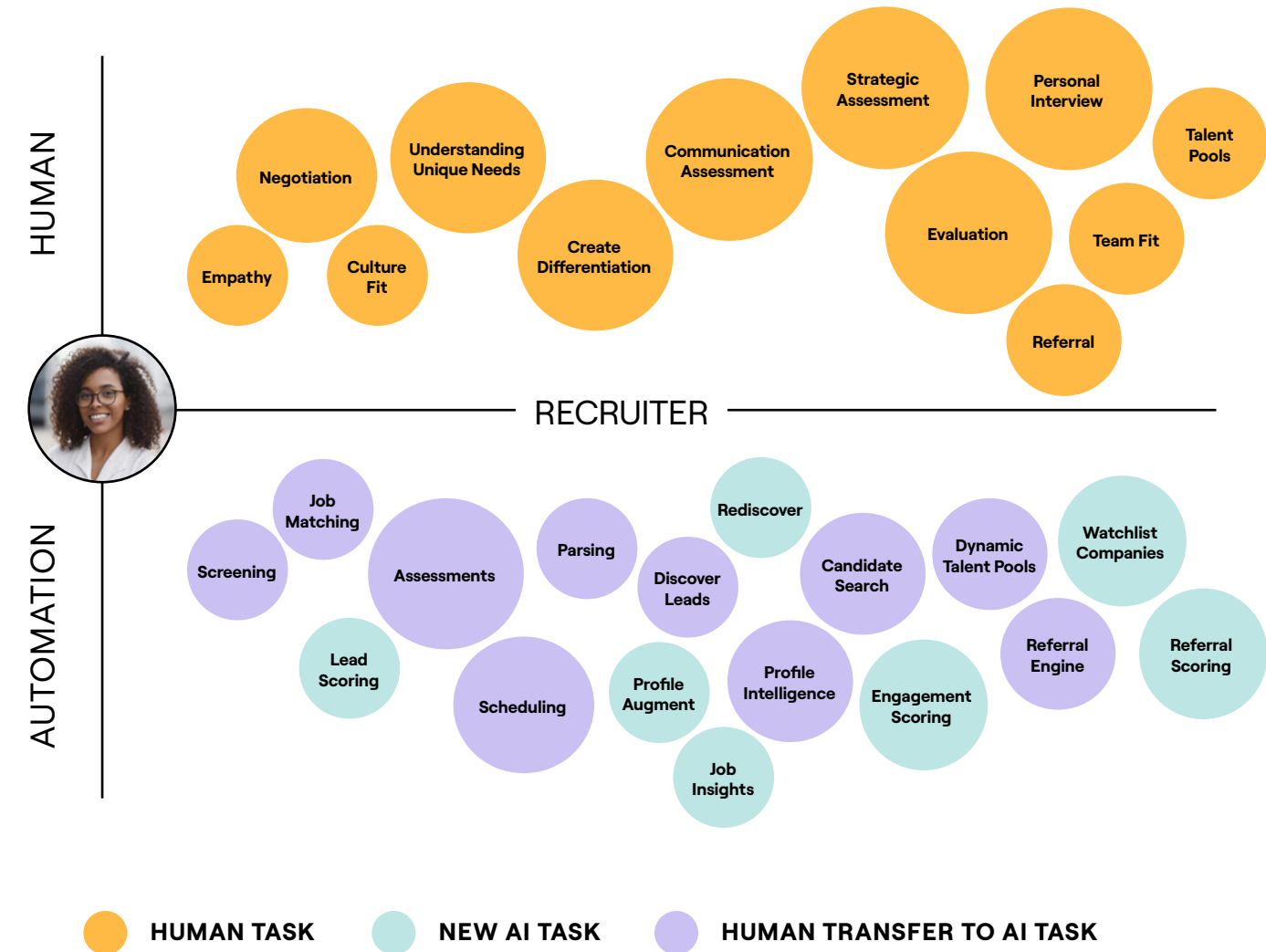
When a recruiter has access to **Phenom Artificial Intelligence** and **High-Volume Hiring**, they can pull and push qualified candidates up to **90%** more efficiently

Build Your Action Plan

If you're hiring hundreds, thousands, or even tens of thousands of individuals for similar positions, you want your recruiters to extend offers to qualified candidates faster than the competition. If your time to offer is measured in days, you're at risk of falling off candidates' consideration list.

So how can you stay in an amped up groove for hiring at scale? Check out these six steps that highlight products and features to boost your volume hiring.

1

Craft candidate experiences that are intuitive and mobile-friendly

Personalized job recommendations ensure that open roles are easy to find on your **career site**. Adding an **intelligent chatbot** makes 24/7 assistance readily available to guide job seekers into an accelerated two-way screening process. Use **SMS and text** for quick connections to candidates who are familiar with the immediacy of mobile-first communication. This includes text-to-apply capabilities.
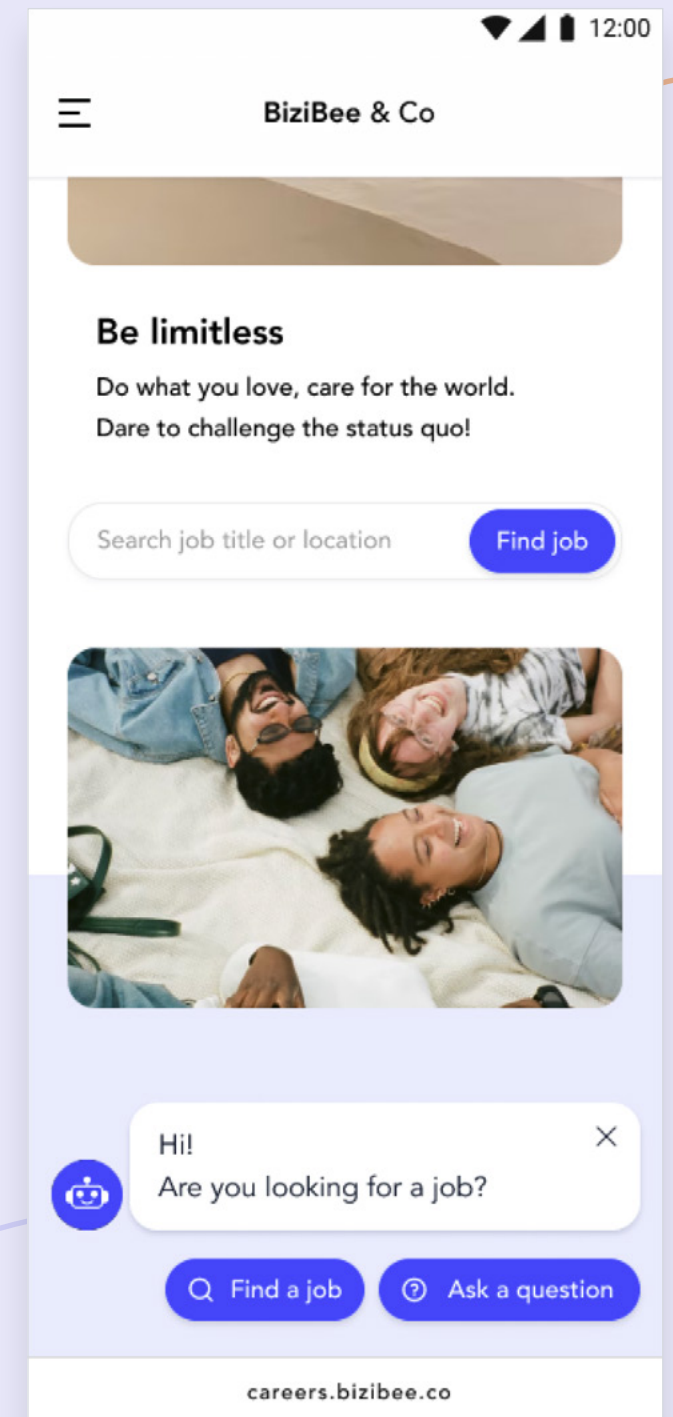
2

Consider unique hiring workflows for high-volume roles

Not every high-volume, front line, or hourly job needs the same screening, interview, assessment, and hiring steps. Certain roles may have additional requirements, like commercial driver's licenses (CDLs), advanced nursing certifications, or flight crew training.

Phenom High-Volume Hiring embeds customized, adjustable workflows directly into a chatbot which introduces and manages the "if/then" distribution of candidates into the most appropriate hiring workflow based on their interests, availability, and qualifications.

Recruiters can configure automated workflows to pre-screen, recommend open positions, conduct **video assessments**, and progress qualified candidates — or move them into a **CRM** for future consideration.

"Phenom's High-Volume Hiring has enabled our lean recruiting staff to move the majority of our early candidate filtering directly to the interview stage based on their certifications and our most pressing needs. This enables us to keep our doors open with the required professional oversight."

Chief People Officer
From a global on-site childcare organization
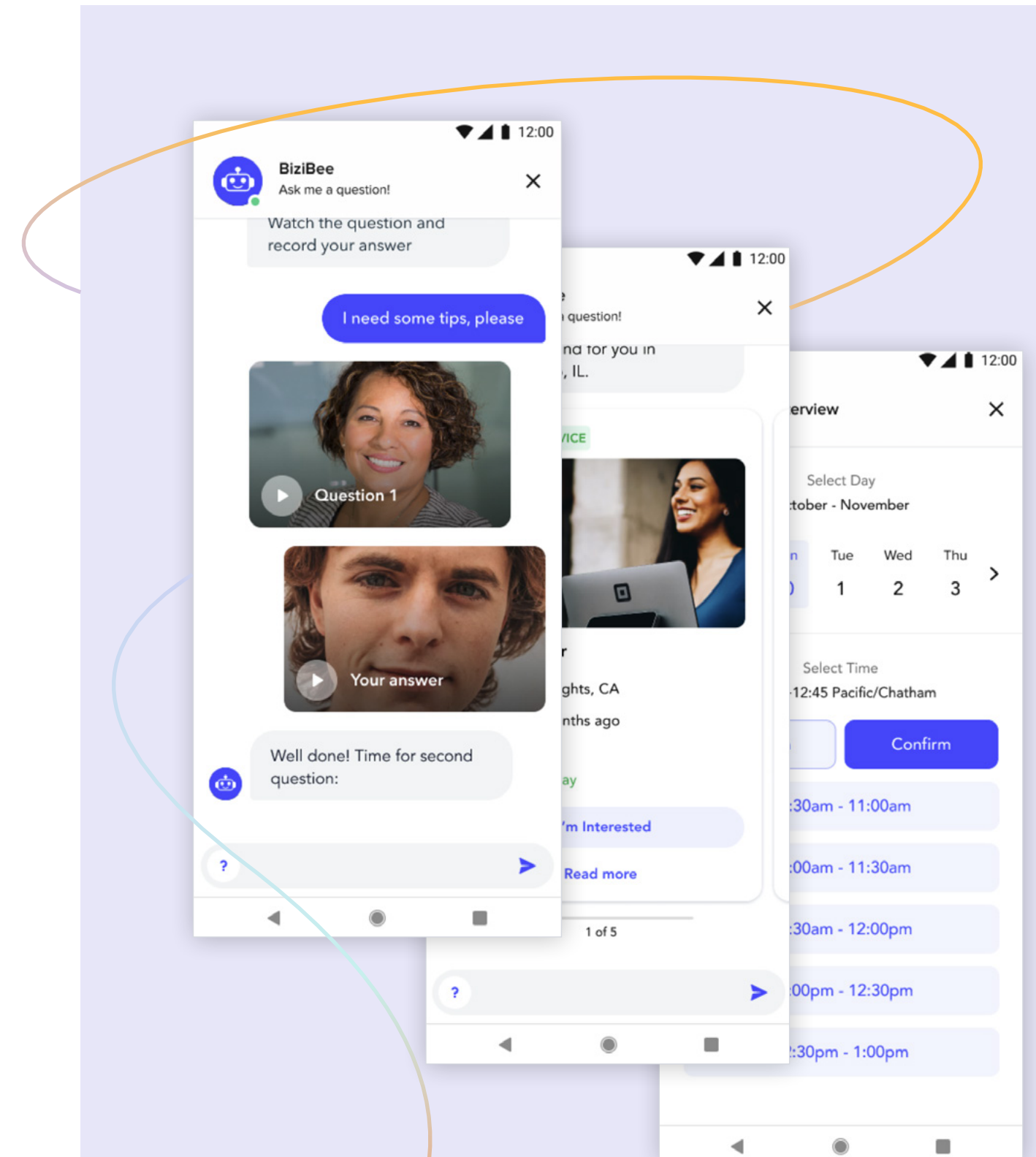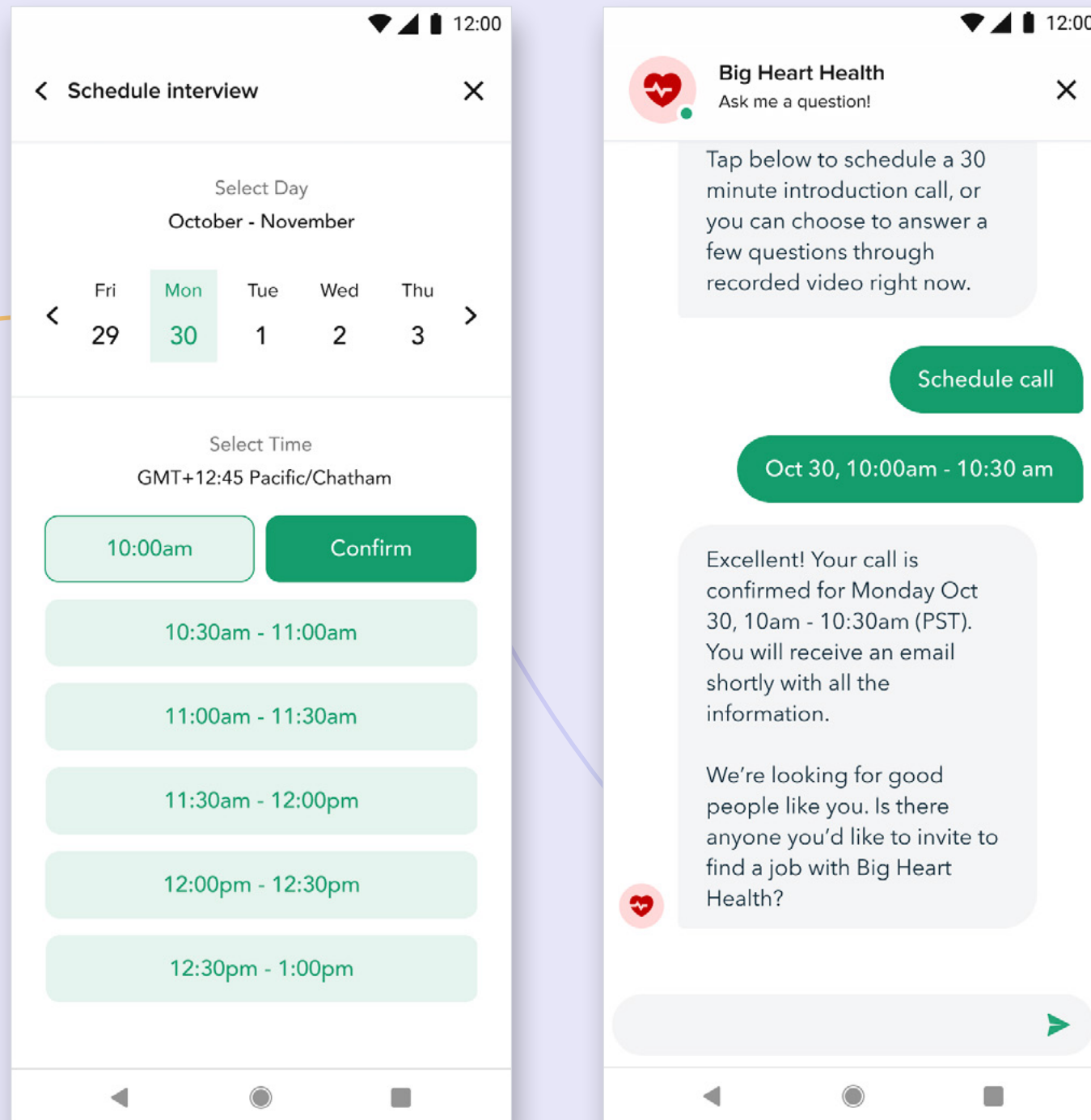
3

Automate interview scheduling

One of the most time consuming tasks for a recruiter is coordinating interview schedules with key company stakeholders, hiring managers, and candidates. This can take several hours if a candidate is meeting with a group or with more than one person sequentially.

Phenom AI Scheduling allows candidates to self-schedule 1:1 or team interviews directly through a chatbot, receiving calendar confirmations in just seconds. This means recruiters can focus on sourcing additional candidates in volume, building talent communities, and crafting recruitment campaigns.

4

Pull in on-site hiring managers as part of your recruiting team

It's no surprise that for a significant portion of front line or hourly roles, an on-site facility manager is also the recruiter. Often without direct access to HR systems of record, or corporate calendar and meeting management, hiring managers are left to make "need staff now" hiring decisions.

Extending **hiring tools to on-site managers** — using mobile devices of choice — provides real-time participation in video assessments, candidate feedback, and connected interview scheduling. This pulls facility managers and supervisors directly into corporate team building and workforce planning.

5

Optimize recruitment marketing campaigns to improve conversions

Effective volume hiring begins with moving as many candidates as possible from their first point of contact — whether that be a job fair, social media post, career site, or point-of-sale job posting — to applicant status.

But there can be roadblocks — your career site could make job matching frustrating, your application process could be unduly long for a role requiring only basic skills, or you may be posting open roles on job boards that are out of sync with your target candidates. How do you know?

Phenom Talent Analytics dashboards provide insights as to consistent sources of candidates, applicant-to-candidate conversion rates, and campaign and yield from job board investments. All this permits HR teams to better support on-location hiring. You can use visual dashboards to measure and track progress against your high-volume strategy and goals.

6

Retain employees for longer than a season

If your day-one new hire ghosting rate is climbing, or the churn rate for your high-volume hiring roles is measured in mere days, it's time to add employee engagement and retention planning to the hiring journey.

You can start even before an offer is extended by showcasing existing employee video testimonials on your career site and on social media. Let job seekers see — and feel — a future with your organization.

Build and maintain an **internal talent marketplace** that will expose new hires to future roles, temporary gig assignments, and opportunities for professional development. Build your internal talent pipeline for the long haul, so your high-volume hiring plans are not focused on volume *re-hiring*.

Ready to build your action plan?
Here's a quick summary checklist to help you get started:

- [ ] **Ensure an intuitive candidate experience**
  - [ ] **Career site chatbot**
  - [ ] **SMS and text-to-apply**
- [ ] **Consider your unique hiring workflows**
- [ ] **Automate interview scheduling**
- [ ] **Add hiring managers to your recruiting team**
- [ ] **Use analytics to evaluate campaign effectiveness**
- [ ] **Increase employee retention with a talent marketplace**

"Filling front line, hourly, and professional positions as quickly as possible is no longer an HR mission, but a business imperative."

Matthew Merker
Research Manager, Talent Acquisition and Strategy
IDC

Go from
"Hello" to Hire

With Phenom, we can take you from a "hello" with high-volume candidates to a hiring action within just minutes.

With volume hiring can come a large volume of needs, but following our checklists — and making sure you include the needs that are unique to your company — will have your team attracting top candidates in no time.

P.S. Feeling inspired? Get in the high-volume hiring groove by checking out our special playlist on **Spotify**!

See Phenom High-Volume Hiring in Action

Checklists for Mastering High-Volume Hiring

Assess Your Priorities

- [ ] Validate your planned ratio of open requisitions to recruiters
- [ ] Estimate how many CVs you typically review for each open role
- [ ] Identify which early-stage review actions can be automated:
  - [ ] Job<>Candidate skill matching/evaluation
  - [ ] Screening
  - [ ] Interview scheduling
- [ ] Define your high-volume job titles consistently
- [ ] Check out your application questions and remove those that are unnecessary
- [ ] Empower on-site hiring managers to be part of your TA team
- [ ] Adopt mobile click-to-apply features
- [ ] Leverage SMS and text messaging for speedy connection with eager job seekers
- [ ] Add a chatbot to your career site for basic candidate inquiries and concierge services

Set Your High-Volume Hiring Strategy

- [ ] Make a task map to visualize how much effort goes into each hire
- [ ] Assign the average amount of time spent on each task for each high-volume candidate
- [ ] Move rote activities to a process governed by automation
- [ ] Calculate the time saved by the number of candidates you typically consider for each high volume role

Build an Action Plan

- [ ] Ensure an intuitive candidate experience
- [ ] Consider your unique hiring workflows
- [ ] Automate interview scheduling
- [ ] Add hiring managers to your recruiting team
- [ ] Use analytics to evaluate campaign effectiveness
- [ ] Increase employee retention with a talent marketplace

Grow your teams faster with Phenom High-Volume Hiring:

- **Hyper-personalized Career Site**
- **AI-driven Fit Scores**
- **Intelligent Chatbot**
- **Customized and Automated Workflows**

- **Video Assessments**
- **AI Scheduling**
- **Hiring Manager**

Phenom Talent Experience Platform

The Phenom platform empowers organizations to hire employees faster, develop them to their full potential, and retain them longer.

See Phenom in action

Candidate Experience

Best-fit candidates find and choose you faster. Attract job seekers and broaden talent pools with personalized job recommendations and an intelligent career site.

Employee Experience

Employees develop their skills and evolve their careers. Upskill, engage, and retain your workforce with intelligence and personalized opportunities.

Integrations Experience

HRIS teams seamlessly integrate with your HR tech stack, including ATS, HCM, Business Intelligence, and LMS tools using a "no-code" interface.

Recruiter Experience

Recruiters become wildly productive. Put tedious tasks on autopilot, boost productivity, and maximize your team's ability to streamline workflows.

Manager Experience

Managers build stronger-performing teams with real-time analytics, insights, and collaboration tools.

Artificial Intelligence

Deliver hyper-personalized experiences and insights to hire faster, develop better, and retain longer.

About Phenom

Connect with us

Phenom has a purpose of helping a billion people find the right job. Through AI-powered talent experiences, HR teams are using Phenom to hire employees faster, develop them to their full potential, and retain them longer. Our talent experience platform seamlessly connects candidates, employees, recruiters, and managers — empowering over 500 diverse and global enterprises with innovative products including Phenom Career Site, Chatbot, CMS, CRM, AI Scheduling, Video Assessments, Campaigns, University Recruiting, Talent Marketplace, Career Pathing, Gigs, Mentoring, and Referrals. Learn more: **www.phenom.com**

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