hireserve
applicant tracking solution

The Ultimate Hiring Manager Handbook

Your guide to engaging, training and supporting Hiring Managers in the recruitment process.



Setting the scene...

Your Hiring Managers are an integral part of your recruitment process - whether they know it or not!

Whether you already have excellent relationships with Managers across your organisation, or their levels of engagement are more limited, this guide will take you through every step of their role in hiring the talent you need.

In this guide, you'll discover:

- How to define roles, responsibilities and processes
- Techniques to engage Hiring Managers with the recruitment process
- How fellow organisations are using Hiring Managers' skills
- ATS functionality to engage your Managers
- Methods of supporting your Hiring Managers
- And, of course, lots more...



Introduction

Before we begin, we have to start with the usual caveat that every organisation is different. The below will, of course, depend on your size, structure and service offering.

The purpose of this guide is to help you reach, educate and engage your Hiring Managers.

Much of the content assumes you work in a large organisation, with multiple service areas and stakeholders, but the advice can be scaled up or down depending on the size and unique challenges of your organisation. This guide is suitable whether you're considering implementing an Applicant Tracking System or similar recruitment technology or already have one in place.

Why do Hiring Managers matter?

- They are best placed to identify talent suitable to the vacancies they are recruiting
- Often their buy-in is needed to support initiatives
- They are ambassadors of your organisation, and of your recruitment processes.
- They are vital to internal communications and departmental positioning
- Effective engagement of Hiring Managers reduces workload for Recruitment and Resourcing teams
- More streamlined and efficient processes are beneficial to wider organisational budgets

Who are we?

Established in 1997 and still passionate about our industry, Hireserve delivers intuitive and innovative applicant tracking technology.

Our award-winning support and service is what sets us apart from others in our industry, and this is echoed in our sales process and demos. We focus on getting to know you - your organisation, how you work, your challenges and objectives, and the members of your team.

Whether you're actively looking for an Applicant Tracking System or not, we'd be happy to chat to you about your ATS requirements and how we have successfully transformed recruitment practices across many organisations.

Look us up: hireserve.com
Give us a call: 01256 634 140
Drop us a note: info@hireserve.com



Processes

Your recruitment process will be unique to your organisation. This is what we would expect a fairly traditional process to look like:

Initial campaign strategy: The Senior Recruitment team, perhaps in tandem with Hiring Managers, would plan what they want and need from a new hire.

Day-to-day transactional elements: Recruitment Administration team would responsible for publishing the job and the majority of steps that follow. The Hiring Manager would likely approve the job before the Recruitment Administration team publish it.

Screening and shortlisting: Typically we would expect some Hiring Manager involvement at this stage; perhaps reviewing a shortlist of candidates provided by the Recruitment Administration team.

Interview management: Handled by the Recruitment Administration team. Hiring Managers would undertake the interviews themselves.

Offer and hire: Back to the Recruitment Administration team. The Hiring Manager may come back in for some on-boarding activity.

Reporting and review: The wider recruitment team would then undertake a review of the process and report their findings.





Challenges and Solutions

Hiring Manager challenges

Ensure you understand the challenges and pressures placed on different stakeholders in your organisation.

Time: Alongside day-to-day responsibilities, do they have the time to undertake recruitment tasks?

Solve it! Talk to your Managers about the barriers they face when completing recruitment tasks. Is time the key issue, or are there other challenges around the technology or processes in place? Demonstrate that you are listening to their concerns.

Support: Do Hiring Managers have access to guidance and training from your team around processes or technology?

Solve it! Turn to page 8 for ideas on how to support your Hiring Managers.

Understanding: Are your Hiring Managers aware of their role in the recruitment process and the value they bring?

Solve it! Ensure consistent language and terminology is used across your organisation around Managers and the role they play in securing talent. Highlight success stories internally, such as when candidates have been placed quickly or hard-to-fill roles have been secured.

Be transparent around your organisation's hiring process and the roles each stakeholder plays. And translate challenges or benefits into the language of your Managers. A quicker time to hire, for example, translates as less time relying on temps in their team.

Skills: Do your Hiring Managers provide a positive overall candidate experience?

Solve it! Provide training for interviewing, shortlisting and diversity & inclusion to ensure the best possible experience for prospective candidates, and to enhance your Managers' confidence.

Your challenges

From your side, challenges may look like this:

Communications: Do you have the ability to communicate with multiple Hiring Managers throughout the recruitment process?

Solve it! Your ATS or recruitment system should enable you to easily assign tasks, share comments or notify with your Managers through the system. If this isn't possible, consider a share mailbox, where Hiring Managers can directly contact you, or perhaps an internal messaging tool, with a dedicated Recruitment channel.

Buy-in: Are Hiring Managers engaged with your processes, technology and their role in recruitment?

Solve it! There will always be some process or technology-resistant stakeholders, but try to engage with Managers at a personal level. Demonstrate the value that your Hiring Managers bring to the hiring process, and the unique viewpoints they have to offer. Explain how tech can help them to do their jobs quicker and more simply.

Skills: Are your Hiring Managers confident using your ATS or recruitment CRM? Do they know how to review candidates, arrange interviews or provide feedback, without support?

Solve it! Create a series of 'how to' guides for Managers. provide online training videos or tutorials. Set up a drop-in clinic where Managers can access support.

Consistency: Are your Hiring Managers accurately representing the employer brand and able to sell your organisation as a great place to work?

Solve it! Encourage Hiring Managers to use templated communications and provide branding guidelines so they are able to stay consistent with the overall organisational messaging.



ATS Technology

For Hiring Managers, recruitment may not play an important role in their day to day work. They may hire a new recruit every other month or just once a year. For this reason, it is key for recruitment technology to be:

- ✓ Intuitive for occasional users
- ✓ Simple and easy to use
- ✓ Clear navigation and terminology
- ✓ Thoughtfully designed

Tip!

To ensure your Hiring Managers are getting the best out of their system, be prepared to offer them support.

Investing your time in empowering your Hiring Managers to get the best from a new ATS system will pay dividends later on. Start by having a recruitment team ready and willing to support with general queries at the other end of the phone/email.

ATS features your Hiring Managers will love

Screening:

- ✓ Star rating assessment criteria
- ✓ Intelligent Database Search .
- ✓ The ability to add 'killer questions' to any job advert

Interview scheduling:

- ✓ Self-select interview scheduling for candidates to use based on Hiring Manager submissions
- ✓ SMS reminders for interviews to reduce no-shows

Automated referencing:

- ✓ Send template emails out to different referee types
- ✓ Request references at different stages for different jobs
- ✓ Optional override for when referees are not to be contacted

Technology integrations:

- ✓ Psychometric testing
- ✓ Video interview
- ✓ Different HR systems

Data and reporting:

- ✓ Time to hire
- ✓ Diversity
- ✓ Cost per hire
- ✓ Report builder Agency management:
- ✓ Specific portal for agency candidate submissions
- ✓ Report on the overall value of candidates submitted by an agency

Action point

How much do your Hiring Managers know about the benefits they can expect from using this new technology? If you're looking for buy- in and cooperation, make sure they know how much they stand to gain from the adoption of a new ATS.

Engage your stakeholders with the dedicated Hireserve Hiring Manager Portal

The Hiring Manager portal has everything that a busy manager needs at their fingertips. Designed especially for occasional users and those on the move, the portal's intuitive interface and simple range tools mean managers can jump right in and begin reviewing candidates, scheduling interviews and providing feedback. . Optimised for mobile and tablet for Hiring Managers 'on the move'

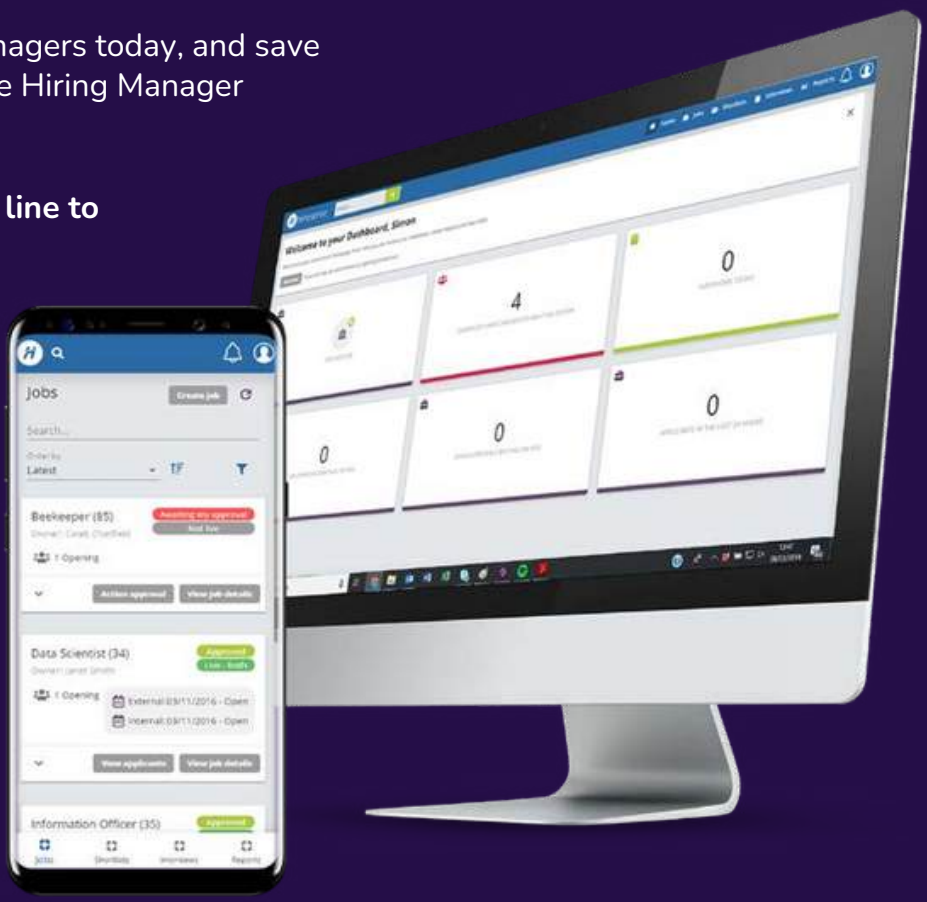
- Create and edit a vacancy within the platform
- Shortlisting functionality
- Anonymisation of candidate
- Record Right to Work documentation and complete pre-employment checks
- Dedicated interview summary section
- At-a-glance key metrics for Hiring Managers
- Enhanced approvals and notification centre

"All our Hiring Managers use the ATS and find it very easy to use. It has simple functionality and [it is] easy to train them and get them using it from the offset."

StepChange Debt Charity

Start empowering your Hiring Managers today, and save time and money with the Hireserve Hiring Manager Portal.

Find out more today or drop us a line to arrange a demo for you!





How to engage your Hiring Managers

If you're just starting out after an ATS implementation, how can you unite a diverse group of quite often senior managers who are already juggling other priorities?

Engaging Hiring Managers can be one of the trickier components of ATS implementation, or if you're trying to roll out a new process. Managers are integral to the success and most effective use of the new system, yet their commitment is not guaranteed. Raise awareness:

- ✓ Send emails or provide updates on your intranet
- ✓ Put up posters with key messaging about the upcoming changes around the office
- ✓ Start having conversations early with Managers -offer the opportunity for informal chats to begin understanding excitement, reticence and more.
- ✓ Add it as a topic to interdepartmental meeting agendas
- ✓ Use internal comms platforms to countdown the date to the new system roll out

Modify your messaging:

For Hiring Managers with a busy role, recruitment may not be their first priority - and getting to grips with a new system may be even lower.

- ✓ Provide notice ahead of the system roll-out
- ✓ Send out clear, concise communications
- ✓ Focus on positive messaging - what outcomes do your Managers care about? Can the new system save them time or resource? Can it help them find better talent? (We hope so! Otherwise it may be time to look at Hireserve ATS...)

Win over influencers:

Identify change-makers within your senior leadership team that can act as influencers for your cause. Do you have a CEO, Managing Director, Vice Chancellor or similar who can be an advocate for your new system? The chances are that they will be keen for the cost savings associated with implementing an ATS, so channel their positivity for the project. What can they do to help?

- ✓ Send out an email endorsing the project
- ✓ Vocally advocate for the project in the public forum
- ✓ Use the platform successfully themselves and share the results
- ✓ Be ready and willing to follow up with late adopters (or non adopters). Listen to their concerns and try to understand/empathise. What can be done to help?

Sell the benefits:

Often those Hiring Managers that fail to use an ATS, or support a new process, fall into two categories :

- ✓ They need more technical support
- ✓ They aren't yet aware of the benefits of using it

Ensure ongoing support is available beyond the roll-out. Offer drop-in sessions, an online support channel or a helpline that Managers can call if they have questions or are unsure how to complete a task.

Promote positive case studies from Managers who have experienced benefits of using the new system and share with the team. Offer to pair up experienced/engaged users with new or hesitant ones.

An ATS really does make Managers' recruitment cycles more successful and gives them access to better talent.



Supporting your Hiring Managers

The key to empowering Hiring Managers and to producing advocates for new systems or processes is to support them in their day to day use.

Here are just some methods you can employ to give practical, day to day support.

Appoint a champion
Where viable, train one or two people within any department in a more extensive 'Super User' type session.

If you can spread the system expertise far and wide, the workload will be reduced for the Recruitment Team and those in need of help will be able to get more support at a time they may be needing it most.

Technology is your friend
Make use of all the technology available to you in supporting Hiring Managers. Use email, other popular communication tools and even consider having a designated phone line (even if just for a fixed time period).

Using the many technical solutions at your disposal, not only are you going to be able to reach more people with greater efficiency but you will also solve the problem of having remote workers or multiple sites.

Run support clinics Whether online or face-to-face, offer your users the opportunity to talk to speak to their Super User and share the areas they most need support. By creating a community of ATS users within your organisation, they will be able to go to each other with questions, share best practice and develop together.

Be sympathetic
You may find that some Hiring Managers take a lot longer to adapt than others. Some may struggle and place many demands on your time while they get accustomed to a new system. It's important to remember that this new role may be well outside their comfort zone.

The best approach is to be really clear what is needed in order for them to fulfil their role in the recruitment process and to adopt a nudge rather than nag approach to your requests for cooperation.

Action point

Do you have an easily accessible place where you have saved essential collateral for your Hiring Managers? Whether on an internal directory or on a shared drive, prepare a place to save instructional guides and advice, along with any recorded webinars or training presentations.

Remember to make this an open access folder, suitably named and easy to navigate. Setting this up in advance will save you a lot of time responding to requests further down the line.

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Your Guide

‘The Ultimate Hiring Manager Handbook’

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