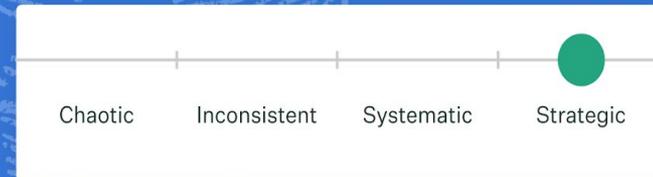


Optimize: A workshop to continually elevate your hiring practices



greenhouse



Agenda

Goals of this session

Hiring Maturity curve

Key behaviors and initiatives

Customer stories

Takeaways

Breakouts



Goals of workshop

Gain a strategic understanding of how elevating your hiring practices will improve your talent operations and build greater efficiencies

Apply practical, tactical changes that you can make as soon as tomorrow to begin those improvements

Four key focus areas for great hiring:

Identify and attract the **best talent** for your organization

Own **every moment** of your hiring experience

Make **confident**, informed hiring decisions

Operate at your **fullest potential** and watch your business grow

Tenet for great hiring

Identify and attract the best talent



Identify and attract the best talent

Key behavior

Create specialized sourcing plans in Greenhouse to optimize and segment for each unique search

Outcome

Talent teams will be able to better understand exactly who they're looking for in a candidate depending on the role and execute against OKRs, like working to achieve DE&I goals

Identify and attract the best talent

Put it into action

Mitigate bias at key points in the recruiting process with Greenhouse inclusion nudges

Encourage your company's talent magnets

Initiating silver medalist pools is a great place to start with CRM

My referrals		
Name	Referred for	Stage
Kenneth Crocker	Sales Operations Manager	<div style="width: 25%;"></div>
Brendan Huddy	Marketing Associate	<div style="width: 50%;"></div>
Jamie Davidson	Full Stack Developer	<div style="width: 75%;"></div>
Mike Tedesco	Sales Engineer	Hired!

Reminder



Consider referring people from underrepresented backgrounds!

Diversity helps us leverage different experiences to become a better, more innovative company.

[Learn more](#)

Talent pools & stages	
Add prospect	Configure CRM
All prospects	118 >
College recruitment	19 >
Former interns	7 >
Opted in: Marketing	54 >
Opted in: Talent community	21 >
Past employees	15 >
Silver medalist	2 >



Individual brainstorm

What hiring area or behavior has the most room for improvement in your process?

How does it manifest at your organization?

Tenet for great hiring

Own every moment of your hiring experience

Own every moment of your hiring experience

Key behavior

Ensure an equitable and diverse hiring strategy with consistent, clear guidelines and data-driven workflows

Outcome

Entire organization contributes and has accountability to ensure structured hiring and bias-mitigation are central to every step of candidate experience

Own every moment of your hiring experience

Put it into action

Use automation to process inbound applications with application rules

Build template jobs for evergreen roles so they're in the system as you scale

Streamline the offer creation process and add branding via offer templates

The screenshot displays the 'Application Rules' configuration interface. At the top right is an 'Add Rule' button. Below it is a tip box with a warning icon: 'Focus on the minimum skills and experience needed to meet the goals of this job. Avoid mental shortcuts for what (or who) success looks like by refraining from asking questions about personality characteristics, individual interests, or personal background.'

Trigger	Action
Do you have a design (or related) degree? Yes Select your skills: Figma, Sketch, Adobe Do you have > 3 years of experience? Yes	Advance (move to next stage) Qualified Design
Are you 18 years or older? No	Reject (or Underreview)
Do you have a design (or related) degree? No Do you have > 3 years of experience? No	Reject

Overlaid on the bottom right is a summary panel for 'Applications 1 of 3' with 'Est. time left'. It contains three rows:

- Advance: 0 (indicated by a green checkmark icon)
- Skip: 0 (indicated by a grey minus icon)
- Reject: 0 (indicated by a red X icon)



Individual brainstorm

What hiring area or behavior has the most room for improvement in your process?

How does it manifest at your organization?

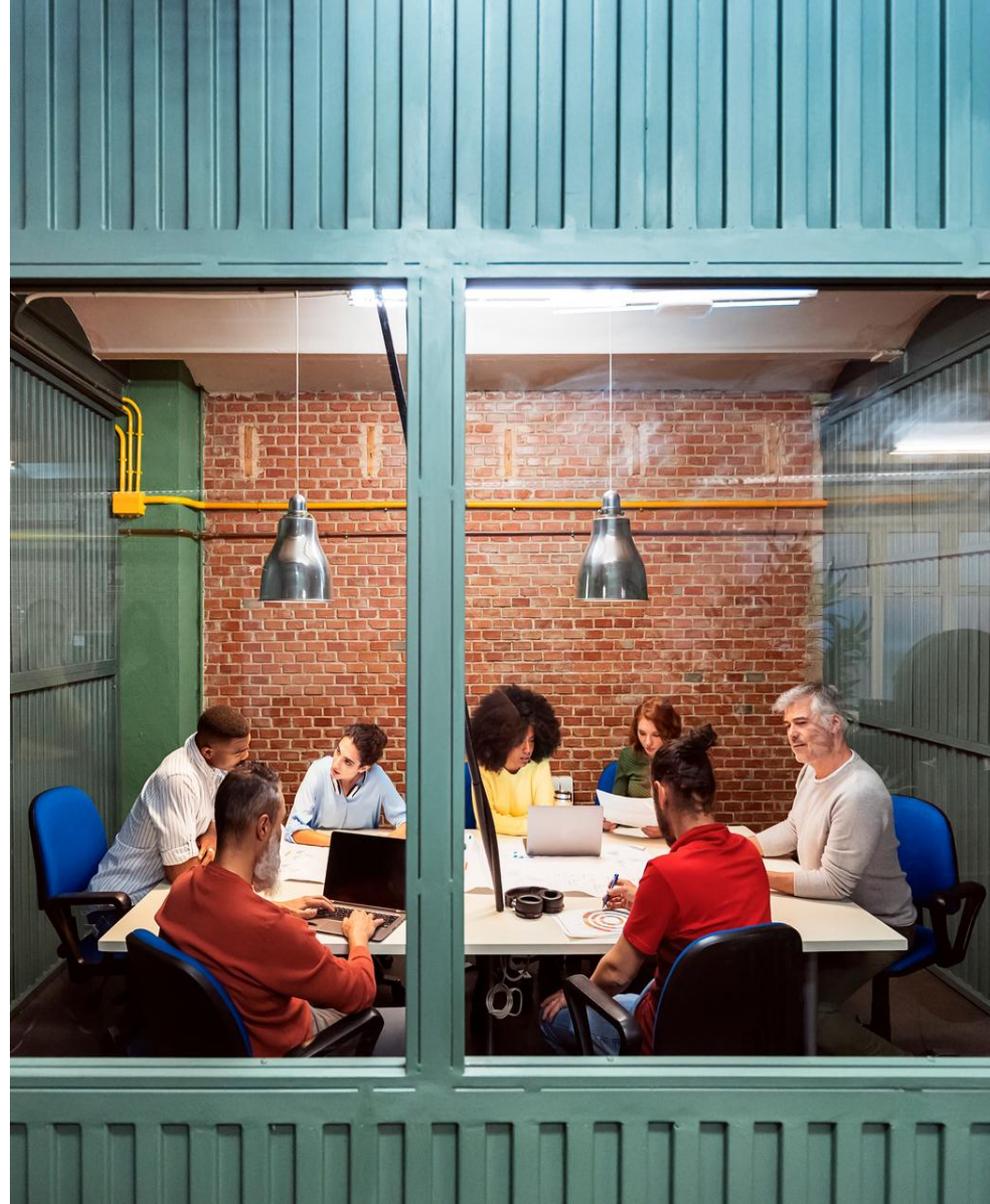
Customer spotlight



How HashiCorp redefined their recruiting strategy to hire 1,000 people each year

Challenge

Recruiting team not empowered to participate and shape big-picture business strategy



Customer spotlight



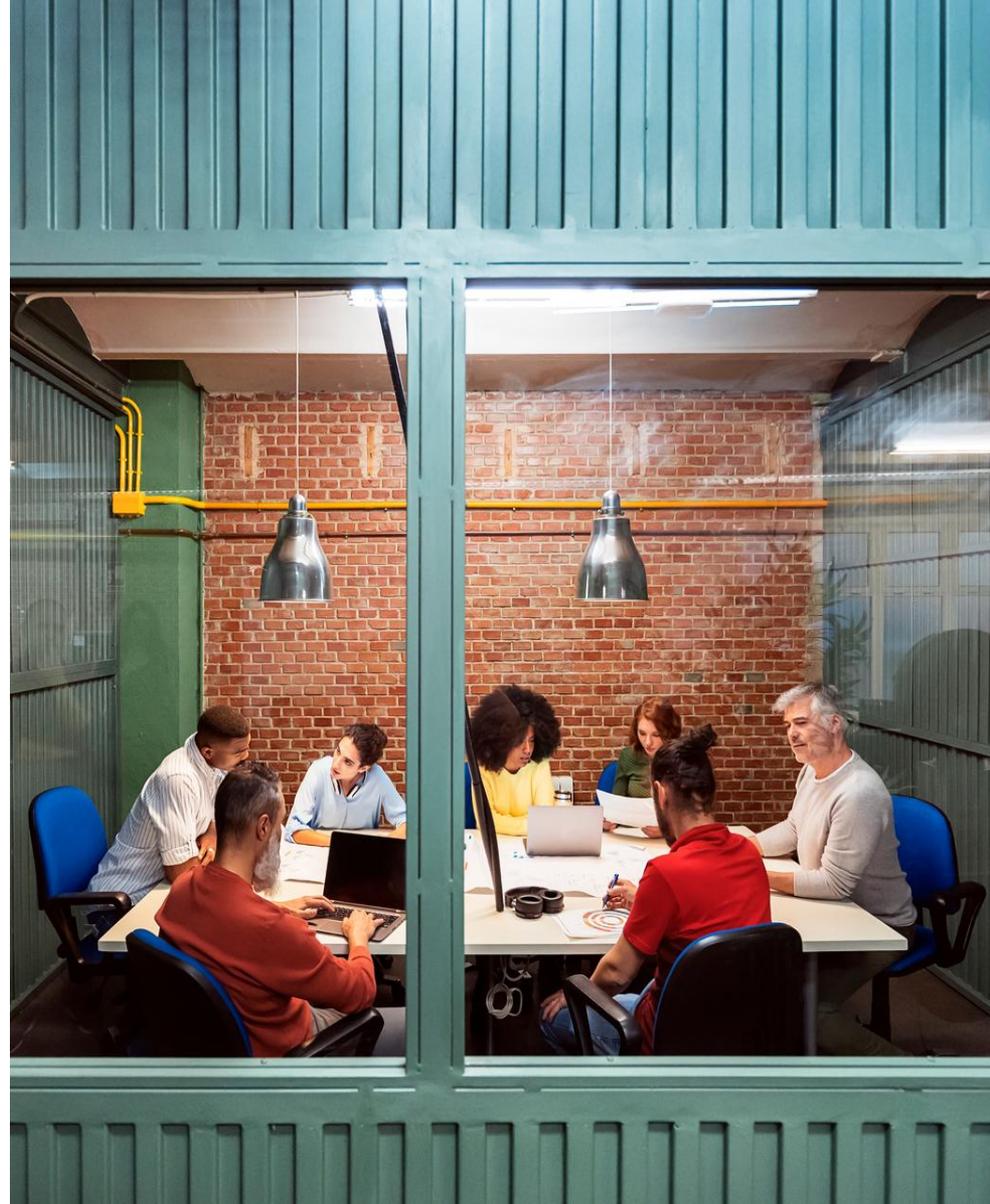
How HashiCorp redefined their recruiting strategy to hire 1,000 people each year

Solution

Built trust between recruiters and hiring managers with more consistent, scalable workflows

Outcomes

- Process automation that enables 1,000 hires annually
- Strategic collaboration with hiring managers
- Improved candidate experience that set more accurate expectations



Tenet for great hiring

Make confident, informed hiring decisions

Make confident, informed hiring decisions

Key behavior

Leverage automation tools to surface qualified candidates, faster without losing connection to those individuals as people

Outcome

Using a structured process to select great candidates for almost every role, will give your company the confidence and tools to consistently hire for whatever is next

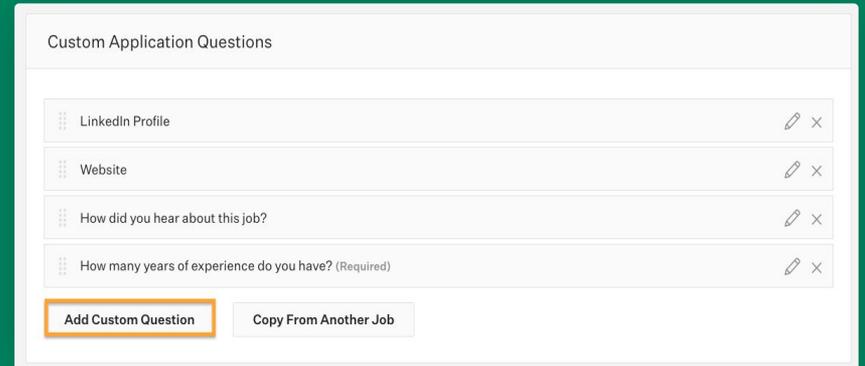
Make confident, informed hiring decisions

Put it into action

Streamline candidate evaluations by defining the most important attributes

Add custom questions to interview kits and job post questions to your career page to understand your pipeline at scale

Define roundup attributes to distinguish final candidates in a structured format





Individual brainstorm

What hiring area or behavior has the most room for improvement in your process?

How does it manifest at your organization?

Tenet for great hiring

Operational excellence



Key behavior

Collect and maintain quality data to both elevate your reporting capabilities and excel your hiring effectiveness over time

Outcome

Consistently identify which parts of your hiring process are effective versus those that need improvement with granular insight into each dimension of the hiring process

Operational excellence

Put it into action

Build the mechanisms to maintain data integrity and reporting workflows that track towards your business goals

Proactively forecast hiring needs by developing headcount and capacity planning models

Explore rich insights by leveraging Report Builder

Choose Report Type

- Build your own Candidate Report**
Start with basic information and add your choice of columns and filters
- Build your own Department Report**
Start with basic information and add your choice of columns and filters
- Build your own Job Report**
Start with basic information and add your choice of columns and filters
- Build your own Offer Report**
Start with basic information and add your choice of columns and filters
- Build your own Office Report**
Start with basic information and add your choice of columns and filters

Edit Filters

Department	is equal to	Account Management	Customer Support
Offices	is not equal to	Germany	
Primary Recruiter	is equal to	Robby Perdue	
Close Date (Job)	before	09/01/2020	
Open Date (Job)	between	2020/07/01 → 2020/08/01	

+ Add Filter



Individual brainstorm

What hiring area or behavior has the most room for improvement in your process?

How does it manifest at your organization?

Customer spotlight

KEEP TRUCKIN

How KeepTruckin uses strategic hiring to optimize candidate pool quality – and quantity

Challenge

Spending too much time with misaligned candidates



Customer spotlight

KEEP TRUCKIN

How KeepTruckin uses strategic hiring to optimize candidate pool quality – and quantity

Solution

Analyzed successful hires to identify key common attributes in candidate profiles

Outcomes

- Better candidate experience and conversion rates
- Hiring teams are clear on expectations
- Comprehensive hiring data to make informed hiring decisions



Wrap-up

Key takeaways

Wrap-up

Breakouts



Wrap-up

In smaller groups

What did you write down for what you wanted to improve?

Does anyone have any ideas to help each other improve in those areas? Is there a way to make it more realistic?

