



Talent Makers worksheets

Tracking your ascent up the Greenhouse Hiring Maturity curve

Talent Makers know that creating hiring excellence in their organizations starts with an intentional and structured approach to hiring. Without a repeatable, scalable and measurable process, no singular action will create the sophisticated mechanisms needed to elevate hiring from just a siloed function of HR – often the most under-resourced and overlooked department – to a game-changing competitive advantage.





Introduction

Track your team's progression up the Greenhouse Hiring Maturity™ curve using these worksheets. The tactics and strategies are broken down into four key competency areas that we've identified in the most strategic companies.

1. Identifying and attracting the best talent for your organization
2. Owning every moment of your hiring experience
3. Making confident, informed hiring decisions
4. Using data to drive operational excellence and improve over time

If you haven't already identified which stage of Hiring Maturity your company is currently in, take the five-minute, 12-question Hiring Maturity assessment [here](#). The easy-to-follow checklists offer a wide range of activities to take on so you can move up from your current stage of Hiring Maturity. For example, if you're in the Chaotic stage, begin implementing the different actions in the Chaotic column to move up to the Inconsistent stage, and so on.

Before you get started, we suggest reading through all the possible suggestions. But don't get overwhelmed. You don't (and you shouldn't) implement every single one at this very moment. Choose one or two areas to focus on at a time, and remember to track your efforts with the handy checklists.

As you track your ascent up the curve, you can access additional [Greenhouse Hiring Maturity resources](#) at any time to support your efforts. Dig into case studies from companies who've done it before or read in-depth topical articles with ideas for delving into specific areas of hiring, from DE&I to structured hiring, partner integrations to smart sourcing.

Identifying and attracting the best talent for your organization

Company branding and application experience

Chaotic	<ul style="list-style-type: none"><input type="checkbox"/> Invest in your career page. Even a light lift, like making sure that candidates don't have to leave your website to apply, can greatly improve the experience for job seekers. Get inspiration from these awesome career pages.
Inconsistent	<ul style="list-style-type: none"><input type="checkbox"/> Improve your branded career page by making the application process as simple as possible. Don't ask candidates to create an account to submit an application and avoid having them retype everything that's on their resume. Instead, ask the most important questions and make it easy for the best talent to apply.<input type="checkbox"/> Make sure your talent acquisition platform supports the type of application experience you want – easy resume upload, easy customization, multiple job posts (different languages/locations) and even multiple job boards.
Systematic	<ul style="list-style-type: none"><input type="checkbox"/> Start thinking about branding the full application experience. What does the thank you email look like after a candidate applies? How about when a candidate receives a confirmation for an interview? Align all elements of the process with your company's brand and be sure to incorporate and highlight your values to truly attract the best talent.<input type="checkbox"/> Report on candidate quality by source to understand the diversity and success of your sources and better target your strategy.
Strategic	<ul style="list-style-type: none"><input type="checkbox"/> Formalize best practices on your recruiting team with internal SLAs for candidate communication. Agree to keep candidates informed of their progress throughout the interview process, and how long it should take for them to receive a response (ie with 24 hours).

Employee engagement in the recruiting process

Chaotic	<input type="checkbox"/> Document a referral submission process so everyone can easily participate and track the referrals they submit. This is most accessible with software that allows all users to simply upload their resumes, and then automatically sends the referral to the recruiting team for review and evaluation.
Inconsistent	<input type="checkbox"/> Offer incentives for referrals and reward engagement as well as results, such as a cash bonus, company-branded gear or a fun raffle every quarter. Having an incentive in place, even a seemingly small one, can help keep referrals top of mind for your employees and build the team's hiring mentality.
Systematic	<input type="checkbox"/> Encourage internal mobility. As you continue to grow, make sure any opportunities that can be filled internally are shared with current employees, along with a clear process for internal role change. It will help you keep the great talent you already have for the long term.
Strategic	<input type="checkbox"/> Your company is now a recruiting engine! Formalize KPIs that you want to measure around the talent being brought in by referrals and internal movement. Carve out a space to celebrate these metrics in a quarterly report or all-hands meeting. <input type="checkbox"/> The more varied your candidate sources are, the stronger your talent pipeline will be. Strive to have no single source make up more than 60% of your pipeline for a solid mix.

Attracting job seekers and passive candidates/sourcing tech stack

Chaotic	<ul style="list-style-type: none"> <input type="checkbox"/> Be proactive by directly sourcing hard-to-fill roles. Don't wait for great candidates to come to you – go out and find them yourself. <input type="checkbox"/> Post to free and premium job boards to get the word out about your openings. Leverage Indeed, Glassdoor and LinkedIn. Consider a tool like ZipRecruiter to truly amplify your reach.
Inconsistent	<ul style="list-style-type: none"> <input type="checkbox"/> Set up a strategy that consistently organizes your existing talent base so you can easily tap into that pool for any new openings. This means reconsidering past applicants, reviewing prospects who never applied and nurturing relationships with passive candidates over time. <input type="checkbox"/> Start prospecting and sourcing for every role, not just the hard-to-fill ones. This will help you build a consistent process to attract top passive talent.
Systematic	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure your entire tech stack is working well together. Evaluate whether all your key sourcing tools (LinkedIn, Glassdoor, Hired, etc.) can fully integrate with your talent acquisition platform. <input type="checkbox"/> Make sure your in-person and virtual event brand reflects your employer brand with well-designed materials and a consistent, easy method to collect info. Tools like a recruiting events mobile app can differentiate your organization at in-person events.
Strategic	<ul style="list-style-type: none"> <input type="checkbox"/> Collect applications from candidates who might not be interested in any open roles. Building on the foundation of your talent base, add opportunities to your career page for job seekers who don't see a current role that aligns with their experience and goals. This will allow passive and active candidates to join your talent pool, whether for near-term opportunities or as part of your candidate network for future roles. The right tool will allow you to collect the data you need to review them and reach out when the right opportunity opens!

Diversity, equity and inclusion

Chaotic	<input type="checkbox"/> Start by identifying an executive sponsor to help define and map out your company's DE&I strategy . DE&I is a journey and requires ongoing commitment, and this will help lay the groundwork as you move forward.
Inconsistent	<input type="checkbox"/> It's time to systematize your DE&I goals and efforts. Consider investing in a tool that can help you share your DE&I commitment and keep the right behaviors at the forefront for everyone, especially within your recruiting process.
Systematic	<input type="checkbox"/> Build a DE&I recruiting strategy in which you discuss DE&I frequently and thoughtfully, start employee resource groups (ERGs) and set specific goals around what diversity should look like at your organization. <input type="checkbox"/> Your recruiting team needs to play an extremely active role in building a network in the areas where you hire. Reach out to local groups and hold events.
Strategic	<input type="checkbox"/> Report on your progress toward your goals in a consistent, company-wide forum. <input type="checkbox"/> Share your progress on DE&I metrics consistently, clearly and widely. Select how frequently you will share and commit to it: <ul style="list-style-type: none"> <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <p>The work in this area is continuous and the most strategic companies commit to constantly reflecting, changing and moving the needle, with full buy-in all the way up to the executive level. Make a list of two or three items that you can commit to doing in the next three months to achieve your DE&I goals, and get started.</p>

Owning every moment of your hiring experience

Candidate experience

Chaotic	<input type="checkbox"/> Start collecting candidate feedback. Setting up a simple survey is an easy way to get valuable feedback directly from candidates to improve your process.
Inconsistent	<input type="checkbox"/> Create and customize email templates for candidate communication. Consider adding key information to help candidates better prepare for interviews. Make sure your templates are branded for the best experience. <input type="checkbox"/> Be sure to let every candidate know once you've decided that you are not moving forward with them. Even when you are communicating bad news, transparency helps to build a positive overall candidate experience.
Systematic	<input type="checkbox"/> Set specific goals around candidate feedback, identifying your target percentage for positive candidate experience. Start digging into this data by department, office and candidate demographics to discover areas for improvement.
Strategic	<input type="checkbox"/> Build candidate experience into your structured hiring interview process. Start with an in-person or remote office tour, build in time for the candidate to have a break and end with a recruiter wrap-up to share expectations for next steps. <input type="checkbox"/> Map out the entire candidate journey and pick two or three places to integrate something creative that will help your company stand out.

New hire onboarding

Chaotic	<input type="checkbox"/> Share important information with new hires before their first day. This can include how to prepare, what to expect, how to get involved in the company culture and getting any paperwork out of the way.
Inconsistent	<input type="checkbox"/> Celebrate new hires by announcing their arrival and inviting everyone to meet them. Consider creating a buddy program to help them adapt more quickly. <input type="checkbox"/> Document the steps required to onboard, from logistics (technology, email aliases, etc.) to relationship-building (coffee chats with the team, ERGs to join and culture and networking outlets and opportunities).
Systematic	<input type="checkbox"/> Invest in an onboarding solution to help create a great first impression for new hires. Onboarding technology allows you to automate paperwork and tech setup tasks, giving you and your team time to focus on other important activities.
Strategic	<input type="checkbox"/> Collect new hire feedback and create a routine for reviewing it, sharing it with the team and implementing changes. Report on new hire progress toward 30/60/90-day goals.

Hiring manager/recruiter relationships

Chaotic	<input type="checkbox"/> Begin to build guidelines for how your recruiters and hiring managers should interact and work together. Think through how a role gets opened, how a hiring manager gets updated on progress and how a role gets closed.
Inconsistent	<input type="checkbox"/> Start every new role with a kickoff meeting . Document the decisions made in that meeting in a hiring plan. Set expectations around how long you expect it will take to make a hire based on past data. <input type="checkbox"/> Have a clear, structured hiring workflow that is agreed upon by the recruiter and hiring manager so that the expectations for their roles are aligned from the beginning and decisions are streamlined in the end.
Systematic	<input type="checkbox"/> Customize or automate weekly recruiting updates with the hiring manager – how many candidates have been interviewed, what stages they are in, how the process is aligning to the goals that were set out, etc.
Strategic	<input type="checkbox"/> Improve hiring manager satisfaction and compliance with internal SLAs for recruiting processes. Include things like the frequency of pipeline updates and interviews starting on time. Having structured alignment will improve the experience for everyone.

Making hiring a company-wide effort

Chaotic	<ul style="list-style-type: none"><input type="checkbox"/> Create channels of communication to share hiring goals and any progress toward them. Start getting the whole company invested and celebrating when a hire is made. Consider creating a Slack channel or newsletter to share the news regularly.
Inconsistent	<ul style="list-style-type: none"><input type="checkbox"/> If you use a tool with a mobile app, roll it out to your team. Having on-the-go recruiting updates and info will help your team be more consistent about submitting interview feedback on candidates.<input type="checkbox"/> Always follow up if you don't receive feedback from an interview. At first it might feel repetitive and that you might be bothering your colleagues, but you'll start building the behavior with your team to provide feedback after an interview within a certain time frame when the information and conversation are fresh in their minds.
Systematic	<ul style="list-style-type: none"><input type="checkbox"/> Plan recurring training for new talent acquisition team members. Do the same for hiring managers, general interviewers and culture-add team evaluators.
Strategic	<ul style="list-style-type: none"><input type="checkbox"/> Give out awards to your Talent Makers. Solidify your partnership with the rest of the company by celebrating those who go above and beyond to support hiring efforts. Recognize talent magnets making referrals, talent partners devoting extra time to give detailed interview feedback and talent leaders who are helping the entire organization value recruiting.

Making confident, informed hiring decisions

Interview process consistency

Chaotic	<ul style="list-style-type: none"><input type="checkbox"/> Plan out each part of your interview process for every role. Every candidate for the same role should go through the same steps and interviews until you make a decision on who to hire. The more consistent your process is, the more equitable it is for your candidates and the easier it will be to make a final hiring decision.
Inconsistent	<ul style="list-style-type: none"><input type="checkbox"/> Schedule kickoff meetings to align the hiring team on the key details of the role before you open the candidate pipeline.<input type="checkbox"/> Build templates for jobs you are hiring for to make it easy to replicate the structure used in the past and keep roles consistent.
Systematic	<ul style="list-style-type: none"><input type="checkbox"/> Conduct interview training for all new interviewers. Set and follow up on expectations for how soon after an interview feedback needs to be submitted.<input type="checkbox"/> Equip your team with strategies to mitigate unconscious bias during the interview process to ensure consistency and an equitable experience for every candidate.
Strategic	<ul style="list-style-type: none"><input type="checkbox"/> Leverage DE&I tools to anonymize candidate data at key points of the hiring process.<input type="checkbox"/> Remind or “nudge” interviewers about how to mitigate their own biases.

Collecting feedback

Chaotic	<input type="checkbox"/> Build a structure for collecting feedback after interviews. This can be as simple as creating a form for interviewers to submit post-interview. If you use software like Greenhouse, you can leverage the built-in scorecard functionality to easily enable the mechanism for interview feedback.
Inconsistent	<input type="checkbox"/> Determine specific topics and questions for each interviewer to cover in every interview for a given role. This will help ensure that you are assessing all the essential skills and qualifications before making an informed hiring decision. This guide to structured hiring is a great resource to help get you started.
Systematic	<input type="checkbox"/> Conduct a post-hire analysis when you close a role to continue improving and iterating on the hiring plan based on feedback from your recent search.
Strategic	<input type="checkbox"/> Collect data on new hire performance and compare it with feedback from their hiring process. Adjust your hiring plans to take into account how quickly new hires are onboarded and become fully functioning team members, and the breakdown of top performers. This is easiest to pilot with high-volume, entry-level roles.

Making decisions

Chaotic	<input type="checkbox"/> Require feedback to be submitted for 100% of interviews conducted. Without documented input, the path to informed decisions will be tricky!
Inconsistent	<input type="checkbox"/> Define roles in the hiring process and make sure it's clear who the decision maker will be. While input from other interviewers is important, the hiring manager is usually the ultimate decision maker.
Systematic	<input type="checkbox"/> Conduct interview team roundups on late-stage candidates to discuss feedback and get alignment on a hiring decision.
Strategic	<input type="checkbox"/> Create an offer approval process to ensure that no offer gets approved unless there is data to show the candidate has been fully evaluated on the criteria that the hiring team aligned on prior to opening the role.

Using data to drive operational excellence and improve over time

Data transparency

Chaotic	<input type="checkbox"/> Consider using tools like an applicant tracking system to help you track and report on hiring efforts. Accurately measuring and iterating on your process as you scale is impossible if you are operating out of spreadsheets – you need a central source of truth.
Inconsistent	<input type="checkbox"/> Audit the tools your team uses to make sure they are as integrated as possible. If you use an HRIS, it should be connected to your hiring software. Explore the integrations your current tech stack has with other systems.
Systematic	<input type="checkbox"/> Start proactively sharing essential data with every key stakeholder. Whether they're executives, hiring managers or on your finance team, everyone who needs it should consistently have access to all the data they need. Here's more information on building a reporting cadence.
Strategic	<input type="checkbox"/> Conduct process retrospectives regularly. Gather key stakeholders involved in the hiring process to discuss what's going a) well, b) just okay and c) poorly. Be sure to identify action items and next steps for improvement.

Measuring KPIs

Chaotic	<input type="checkbox"/> Start measuring your recruiting efforts with operational metrics. This mostly involves reporting on pipeline metrics and volume of activity metrics.
Inconsistent	<input type="checkbox"/> If you've already laid the foundation for good reporting by reporting on operational metrics (pipeline data and volume of activity for recruiting), take it a step further by aligning on KPIs. Here is some guidance on where to start.
Systematic	<input type="checkbox"/> Consider building a recruiter capacity planning system to become more predictive with team capacity. A points-based system is a great way to set this up for the first time.
Strategic	<input type="checkbox"/> The most strategic companies use data to build a predictive recruiting machine. Start with measuring recruiter performance, reporting on interviewer efficacy and planning for new headcount – all with a robust data set.

Data integrity and improvement

Chaotic	<input type="checkbox"/> Document the core processes for your team, including which team members should have access to what information and onboarding/off-boarding processes for the talent acquisition team, among many other areas. By recording and storing these workflows in a central place, you'll be able to scale your operations more easily.
Inconsistent	<input type="checkbox"/> Identify the key actions and data points that have to be collected in order to report on hires properly. For example, you need a clear record of who has been hired, along with data such as source, recruiter and application date. Plan your process so you collect this data in the same place every time.
Systematic	<input type="checkbox"/> Ensure the key actions required for data integrity are now non-negotiable for your team. Make maintaining clean data a competency for performance reviews and implement an auditing cadence to guarantee consistency.
Strategic	<input type="checkbox"/> With complete confidence in the data, you can continue upleveling your reporting. Add a Recruiting Operations Specialist or Data Analyst function to your team to own this process.



Greenhouse is *the* leading hiring software company. More than an ATS, we help businesses be great at hiring through our powerful philosophy, complete suite of software and services, and large partner ecosystem – so businesses can hire for what’s next.

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