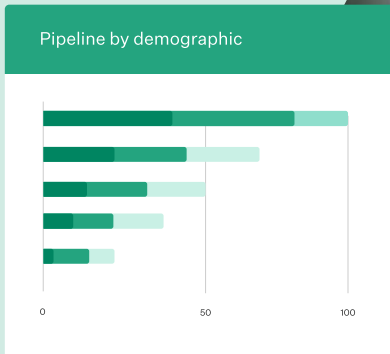


eBook

# Doing more with less



Developed in partnership

greenhouse

+

**GROWTH  
BY DESIGN  
TALENT**

# Overview

With the amount of uncertainty and complexity in the hiring industry, it has never been a more challenging time to be in a recruiting function. Facing limited resources – reduced budgets and headcounts, uncertain hiring targets and a rapidly changing recruiting landscape – recruiting teams are expected to do more with less. During a hiring slowdown, focusing your time in the following areas will position you and your team to thrive and succeed in the long term.

## **Audit your current systems/processes**

This is an opportune time to regroup, revisit and strengthen your team’s hiring practices with an eye on operational efficiency. Use this period to build new processes, implement best practices and refresh goals so that when hiring ramps back up, you will have a well-oiled machine to support your hiring process. Here a few best practices:

### **Clean up your data**

Making data-driven decisions is critical in a market where things are constantly changing. Not only does data allow you to share hiring progress with leaders, you can also derive insights from data that can be used to influence stakeholders and inform recruiting strategies. However, you cannot do any of this without clean and structured data that is reliable. Invest time with your team to clean up the data in your talent acquisition/applicant tracking system (ATS) and related spreadsheets. Make it fun by calling it “Data Olympics” or hosting a “Data Hackathon” or something else that resonates with your culture.

### **Design a structured interview process**

Structured interviewing is the system that enables you to hire efficiently while also creating a more fair and equitable process for candidates. With so many hours spent on hiring, you want to make sure that you’re optimising that time to make a confident hiring decision. Review this [guide](#) of how to set up a structured hiring process to structure and assess it against your current process. Make revisions as needed to set yourself up to be an effective assessor of talent.



## Nail your company pitch

Candidates, more than ever, are asking questions related to the health of the business even earlier in the process. It's important to align everyone at your company around your company pitch. As a starting point, your team should be comfortable answering these questions:

- How is the business responding to the market?
- What is the future opportunity for the company? Are there any verticals the business is expanding to?
- What is your company's financial momentum and runway if there's an extended recession?
- What are your 2023 priorities and long term (3-5 year) growth plans?
- How have you handled any lay-offs?

As a next step, have your team track the most common questions that candidates have been asking in a spreadsheet and use that as a starting point to build out an FAQ with detailed responses they can reference when speaking with candidates.

**Bonus points:** share the FAQ with hiring teams as a useful resource in aligning on company pitch.



# Invest in learning and development

It's often difficult to see career development opportunities through the fog of uncertainty, but market downturns tend to be the best time to have those conversations with your team. Here are a few ways to invest in building recruiting capabilities, while sharing new skills development opportunities:

## Host career conversations

Host these conversations with your team to support employees and improve retention across the company. See where career ambitions align to business needs for internal mobility opportunities. You can also use these conversations as a starting point for bungee assignments.

## Develop bungee assignments

Create stretch learning opportunities for members of your team by deploying them on assignments with other teams in the company. When hiring slows down, many teams across the company can use the help. Make sure to consider how much work recruiting still has to do and the “receiving team” needs to properly scope the project and set expectations.

## Set up trainings

Put together a calendar of trainings for the year and source topics from the team. Have people submit what they would like to teach, or deputise people based on topics that are high impact. Browse through the topics in the [Greenhouse blog](#) to help inform the content of the trainings.

## **Nurture prospective candidates**

Even if your company is experiencing a slowdown in hiring, there are backfills and pipelines you can focus on to activate future candidates. Nurturing prospective candidates and building long-term relationships can be a huge differentiator when hiring picks back up. Understand the skills and roles the business needs, and build a strategy around sourcing and candidate activation to meet those needs.

### **Focus on diversity**

This is a great time to focus your sourcing on building a list of under-represented talent for both open roles/backfills, and potential future leaders where the pool of talent is much narrower.

### **Use your ATS to automate**

Use your applicant tracking system to automate the process. Greenhouse CRM, for example, can help you design a process that takes intentional steps to keep your talent pools engaged, even during a hiring slowdown. You can build out prospect pools, organise prospects into strategic groups and create communication strategies that provide updates to help prospects stay connected to your company.



# Conclusion

Recruiting can often feel like a reactive function, especially during times of uncertainty and change. By investing in the areas we've outlined in this guide, you and your team will be well-positioned to meet hiring demands when the market shifts.



# greenhouse

Greenhouse is the hiring operating system for people-first companies. Our industry-leading software brings a structured hiring approach to any company's process, helping to promote more fair and equitable hiring practices and more data-driven decisions so companies can continuously get better at hiring.

To learn more, visit

**[greenhouse.com](https://greenhouse.com)**