Strategies to Improve the Recruiter and Hiring Manager Relationship
The iCIMS Hire Expectations Institute™ has identified bottlenecks in the hiring process as a major pain point for organizations representing virtually every industry and size. The longer a role remains vacant, the more opportunity is lost for your business; because of this, a streamlined hiring process is vital to your business’ success.

A functional, technology-enabled relationship between recruiters and hiring managers is key to eliminating bottlenecks in the talent acquisition process. In order to assist in the development of stronger working relationships between recruiters and hiring managers, the iCIMS Hire Expectations Institute™ set out to collect recruiting feedback and insights from hiring managers and then compared these findings against data collected from applicant tracking technology users across more than 2,500 companies of various sizes, industries, and locations.

The iCIMS Hire Expectations Institute™ analyzed 400,000 jobs and surveyed 375 hiring managers and 600 recruiters to see where bottlenecks arise and determine feasible solutions to reduce or eliminate them altogether. The goal of this eBook is to showcase those findings and ultimately demonstrate how employers can forge better partnerships between recruiters and hiring managers through the use of technology.
After discovering that the average resume spends the largest portion of the hiring process with the hiring manager, the iCIMS Hire Expectations Institute™ decided to dig deeper and break out the results based upon average time-to-fill by organization.

The average resume, once submitted to an organization, spends 37% of the hiring process with the hiring manager.

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*average time-to-fill of 34 days
Best Practices in Time-to-Fill

The trends we found reveal significant differences between organizations with shorter time-to-fill and organizations with longer time-to-fill.

Compared to organizations with a longer time-to-fill, organizations with a shorter time-to-fill demonstrated:

1. Significantly less time spent in hiring manager review
2. Double the proportion of time spent in interviewing stages

It is clear from this research that the most significant bottleneck in a longer hiring process is during the hiring manager’s review of candidate resumes.

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Hiring managers and recruiters are uniquely positioned to notice different problems in the hiring process.

By analyzing the pain points of both hiring managers and recruiters—and benefiting from the best practices of organizations with lower time-to-fill—organizations can solve this business pain and become true leaders in talent acquisition.
The Problem

80% of recruiters think they have a “high” to “very high” understanding of the jobs for which they recruit.

61% of hiring managers say that recruiters have, at best, a “low” to “moderate understanding” of the jobs for which they recruit.

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The Solution

*Tip:* An analysis of the activities regularly performed by companies reporting the best hiring manager/recruiter relationship and a lower-than-average time-to-fill provides 4 best practices to improve the recruiting process through collaboration.

- **79%** We meet or talk on the phone to discuss job requirements
- **67%** We prepare screening questions and/or interview questions together
- **63%** We collaborate on ways to find the best candidates (e.g. best keywords to search in the resume database, which social media sites to use for searching, which competitors have the best staff to target, etc.)
- **55%** We review resumes together and continuously ‘tweak’ the criteria

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The Problem

77% of hiring managers say that recruiters’ candidate screening is “inadequate.”

51% of recruiters said hiring managers “should do a better job communicating what they are looking for in a candidate” and “provide relatable examples.”
The Solution: A Case Study

Tip:
Top recruitment operations find that video can be a powerful screening tool. Not only does video help recruiters to easily identify candidates’ soft skills, video also provides a foundation of tangible and relatable candidate examples that can help improve the hiring manager / recruiter’s collaboration during the screening process.

Further, video is a huge help for hiring managers. Many times, hiring managers lose trust in recruiters because within five minutes of an on-site interview they can typically tell if the candidate is not a fit. Pre-recorded videos allow hiring managers to easily provide feedback on candidates before the candidate reaches the interview stage.

After assessing their current screening processes, the multi-national project and cost consultancy Cumming Corporation implemented a video screening tool and saw significant business results:

The Challenge
“We have a philosophy of looking at every single resume that comes through,” explained Scott Weaver, Director of Talent Acquisition and Development at the Cumming Corporation. “Then, we look to see if the candidate’s experience matches the position.”

“Potential interns, however, have no experience, so we needed another way of identifying quality intern candidates.” At this point, Weaver identified iCIMS Video Screening as a solution.

The Results
“Because we have to look at things other than experience for filling internships, Video Screening helped us identify quality and other soft skills much more easily.”

“We don’t need to call and screen 150 people. In as little as 4 to 5 minutes, we can identify a potential candidate and set up an interview immediately.” For example, our average time-to-fill across the company is 37 days, but with Video Screening we filled an internship role in 16 days,” said Weaver.

Describing the value of Video Screening, Weaver shared, “It works because every student has access to a web camera and is already familiar with the technology. I can’t imagine Video Screening not working for internships and college recruiting.”

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The Problem

54% of recruiters complain that hiring managers expect recruiters to place candidates into hard-to-fill positions more quickly than is feasible.

42% of hiring managers wish recruiters would build a pool of talent for positions, so the company doesn’t always need to start from scratch and rush to fill vacancies.
The Solution: A Case Study

**Tip:**
Top recruitment operations develop a strategy to build strong talent pools to reduce their time-to-fill. A recruitment marketing automation tool, coupled with modern recruitment advertising tactics like social recruiting, helps to build that pipeline which reduces time-to-fill, thus improving the hiring manager / recruiter relationship. For example, Penn National Gaming, a 20,000+ person organization operating 27 facilities across the US and Canada, wanted to automate their social recruiting efforts while increasing their engagement with potential candidates through scheduled, personalized emails. After implementing tools to support social media job distribution and recruitment marketing automation, they strengthened their relationship with potential candidates for future openings.

**The Challenge**
Operating in a business-to-consumer industry employing many hourly employees, Penn National Gaming was burdened with high turnover and hard-to-fill positions requiring special training and licensing. “We knew we needed to develop a recruitment marketing strategy and build talent pools to reduce our time-to-fill,” said Tamsin Bencivengo, Penn National Gaming’s Manager of Talent Acquisition. Accordingly, Penn National Gaming implemented iCIMS Social Distribution and iCIMS Connect as part of their recruitment strategy.

**The Results**
“Combining iCIMS Social Distribution and Connect is working better than we ever expected,” said an excited Bencivengo. “We absolutely love Social Distribution, and the Analytics Dashboard reports have shown us that social media has become one of the primary drivers of traffic to our jobs,” according to Bencivengo. Using iCIMS Connect, the company is able to easily capture the candidates that aren’t ready to apply for a job. “Once we have potential candidates in Connect, we nurture them with automated email campaigns until a job opens up. Then, we invite them to apply, at which time they are automatically transitioned from iCIMS Connect to our ATS, iCIMS Recruit, and moved through our recruitment workflow without duplicate data entry,” said Bencivengo. “Overall, the combination of Social Distribution and Connect has increased the number of qualified applicants, improved candidate engagement, and grown our talent pools,” Bencivengo concluded.
But There’s Clearly a Bigger Problem Here

All of these smaller problems point to a larger “he-said-she-said” communication issue at play. By implementing best practice processes and technologies to support more streamlined recruiting, organizations can solve the bigger problem and eliminate process bottlenecks collaboratively.

Talent acquisition technology provides a wide array of tools to support better communication between stakeholders. Recruiters appreciate communication tools such as the collection of interview feedback in a standardized, electronic form, the ability to easily rank candidate fit based upon a simple 5-star rating system, and the power to send gentle reminders to other approvers from within the system to make sure the hiring process moves forward. All of these features allow recruiters to quickly and easily make decisions, communicate, and store key information for future reference.

Even hiring managers—who don’t typically “live” in the world of talent acquisition systems—benefit from strong talent acquisition technology! When hiring managers can easily approve jobs, candidates, and offers from their mobile devices, or interact with recruiters via email with all communications automatically tracked within the system, everything becomes simpler for all parties involved. When hiring managers are able to sign into the system to easily view all candidates for their jobs, as well as each candidate’s stage in the hiring process, they begin to have access to the “bigger picture” they need to help resolve hiring bottlenecks.
Once collaboration techniques and appropriate technologies have been implemented, it is vital for recruiters to work with their hiring managers to ensure the organization meets time-to-fill goals. For example, Cumming Corporation made use of robust reporting technology to identify roadblocks within their hiring process and take action. With better technology and additional accountability, recruiters and hiring managers can work together to eliminate hiring process bottlenecks and position your organization for success.

“With the reporting capabilities in iCIMS Recruit, I was able to create a time-to-fill report and sort it by Hiring Manager. For example, I can now see when Hiring Manager #1 has a 27 day time-to-fill metric, and when Hiring Manager #2 has a 43 day time-to-fill metric. With this information, I can go back to Hiring Manager #2 and say, ‘Here are the facts, let’s figure out what we can do to fix it.’”

- Scott Weaver
  Director of Talent Acquisition and Development
  Cumming Corporation

For more information about Cumming Corporation’s success in eliminating bottlenecks in the recruiting process, please visit the iCIMS Hire Expectations Institute™ article Eliminate Hiring Manager Bottlenecks with Data: Best Recruitment Metrics to Track to learn more and download the Cumming Corporation Case Study.
In the end, you are in control of the effectiveness of your hiring manager relationship and in the best position to advocate for the technology your hiring managers believe will help reduce your organization’s time-to-fill.

If you want to improve your metrics and impress your company with by delivering tangible results, look to technology that can make your life simpler and your hiring processes faster and more effective. With the right talent acquisition technology, you can easily analyze your own process and identify the specific bottlenecks that most need change.

While technology can be intimidating, it is often the best way to streamline your business operations and achieve your goals.

The iCIMS Talent Platform, for example, provides recruiters with the tools hiring managers have identified as most important to supporting an efficient hiring process. iCIMS Talent CRM, Connect, provides organizations with an easy way to attract and engage candidates who may not yet be ready to apply for a job, but are interested in the company’s employment brand. Connect allows organizations to not only secure a stronger pipeline of talent but also leverage iCIMS powerful CRM capabilities to communicate with passive candidates. Furthermore, iCIMS Video Screening allows organizations to benefit from a modern, cost-effective method to streamline candidate screening. Video Screening helps clients save time and money, as video can be used to quickly identify good-fit talent based on displayed creativity, professional presentation, communication skills, and passion needed to succeed. Hiring managers may also view videos on demand, and hiring manager feedback forms may be incorporated into your process to collect searchable, reportable data. Furthermore, the Platform provides the most powerful reporting capabilities available on the market, making it simple to study and improve your existing hiring process.

Final Thoughts

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