Aligning internal hiring resources to standardize bias and hire better talent

An established national company with an authentic employer brand and an identified talent target lacked internal alignment of their hiring resources, particularly hiring managers. Every hiring manager was delivering a completely different candidate experience and setting expectations for new hires that were out of alignment with the established culture.

Upon completing the employer brand and Persona phase of our work, it became very clear that every single person involved in the recruiting and hiring process needed a way to access this information readily. As we investigated current hiring processes we quickly realized that there was no standard hiring process. There was no standard interview process. Without this, any tactical tools we delivered would struggle to add true value to the organization.

We implemented a plan to develop an online platform that would deliver key attributes of the Employer Brand and Value Proposition as well as details related the Talent Persona that every hiring manager would have access to. Of course, this would not be sufficient in and of itself. With a scalable delivery method set, our next goal was to create buy-in from all hiring managers. We approached this by creating an internal Hiring Advisory Committee (HAC). This HAC, made up of volunteers from various departments and with different roles, would discuss recommended solutions, outline strategies to create organizational buy-in, and take them back to the larger group. It was important for buy-in to have fellow employees present new information and process.

The final stage of alignment involved implementation of a standardized interview process based on the traits of the Persona. Currently, with every hiring manager left to their own devices, gut feeling and individual bias left the organization with little confidence in how talent was being introduced and hired into the company. If we could instead give all hiring managers the same set of Persona-driven interview questions, we could begin to replace that gut feeling with a standard, departmental, quantitative candidate reviews. As a result, every hiring manager would be asking the same questions and scoring candidates in the same way to validate their Persona match.

Ultimately, this alignment creates a scalable talent strategy that can be calibrated to achieve the hiring and growth objectives of the entire organization.

Quick facts

Overview:

Disparate hiring processes and candidate experiences had left leaders with a lack of confidence in how their organization was engaging and hiring the right talent. Individual bias was driving away potential right fit candidates, ultimately leading to misinformation in the marketplace.

Challenge:

Much of the problem could be attributed to a lack of alignment of hiring resources. In a large organization it is not uncommon to find dozens of people involved in the hiring process. This in turn makes alignment of process, messaging, screening criteria, hiring data and resources difficult. Our challenge was to introduce a scalable solution that empowered every hiring manager while ensuring alignment of information and process.

Jobber Value-Add:

- **Deploy Digital Platform:** to share key Persona and employer brand information for hiring.
- **Create Hiring Advisory Committee (HAC)**: to build an internal team of champions to help standardize process and documents, evaluate solutions and build buy-in from the inside.
- **Develop Standardized Interview Process:** to use Persona information tactically for candidate validation using a standard quantitative approach.

Results:

By aligning and standardizing the hiring process, we empowered hiring managers to trust the process and the data. This standardization also created a foundation for calibration of hiring quality and the ability to build confidence that the right fit candidates are being engaged and validated without individual bias, leading to a much stronger candidate pool and stronger hires for the organization.