RIPPLING

ATS Research Insights Review

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Basic recruiting jobs-to-be-done

Plan	Intake	Execute	Monitor	Report
▪ Set hiring targets ▪ Approve headcount plan ▪ Set budget for candidate sourcing	▪ Discuss needs with hiring manager ▪ Outline position details ▪ Create job req ▪ Publish job post ▪ Approve job req	▪ Review incoming resumes ▪ Screen candidates ▪ Notify hiring manager of eligible candidates ▪ Gather feedback on candidates ▪ Schedule interviews	▪ Track interview outcomes ▪ Understand pipeline trends over time ▪ Investigate reasons for offer rejection ▪ Track headcount plan progress ▪ Understand missed hiring targets	▪ Optimize marketing/spend outreach efforts ▪ Share & discuss trends with stakeholders ▪ Adjust hiring strategy/target ▪ Improve candidate experiences ▪ Keep team members accountable

Strategic recruiting jobs-to-be-done

Plan	Intake	Execute	Monitor	Report
▪ Set hiring targets ▪ Approve headcount plan ▪ Set budget for candidate sourcing	▪ Discuss needs with hiring manager ▪ Outline position details ▪ Create job req ▪ Publish job post ▪ Approve job req	▪ Review incoming resumes ▪ Screen candidates ▪ Notify hiring manager of eligible candidates ▪ Gather feedback on candidates ▪ Schedule interviews	▪ Track interview outcomes ▪ Understand pipeline trends over time ▪ Investigate reasons for offer rejection ▪ Track headcount plan progress ▪ Understand missed hiring targets	▪ Optimize marketing/spend outreach efforts ▪ Share & discuss trends with stakeholders ▪ Adjust hiring strategy/target ▪ Improve candidate experiences ▪ Keep team members accountable

Key insights review

HR teams want to...

Customer goal	Examples
Easily coordinate the recruiting process	▪ Approval workflow for new job reqs ▪ Assign interview questions & core competencies ▪ Manage and track referrals in one system ▪ Store job descriptions in a library
Identify areas of concern in pipeline data and adjust strategy	▪ Track key metrics such as time to hire and performance/quality of source ▪ Evaluate hiring team performance ▪ Determine where to allocate budgets for sourcing
Improve the candidate experience	▪ Timely communication ▪ Seamless interview experience ▪ Gather feedback from candidates

Easily coordinate the recruiting process

Problem

Recruiters need to gather requirements across different stakeholders and manage data in various tools. Without standardized processes, it can be difficult to keep track of their workstreams.

Examples of how we can solve it

- Provide intake forms for job kickoff meetings
- Support approvals in requisition creation flow
- Allow admin to assign interview questions & core competencies to interviewers
- Maintain a pool of candidates that can be easily searched for future sourcing needs
- Manage and track referrals in one system

"What's been difficult with applicant tracking is there's a separation between the interview and the system...Tracking down paper notes is a pain. Most often they don't get back to the recruiter." – VP of HR at RoadRunner

"As we have gone through different hiring phases, we have a paper trail of people we did past interviews with but it's not well organized. So potentially someone that I would have done an interview with that I didn't hire say a year and a half ago, we don't have a process of reaching back out to that person." – CEO

Identify areas of concern & adjust strategy

Problem

HR teams need to easily spot areas of concern in hiring process so that they can discuss progress with stakeholders and adjust their strategy.

Examples of how we can solve it

- Provide embedded reports for commonly-tracked metrics
- Highlight high and low points in the data
- Enable admins to filter and break down by different dimensions and levels
- Keep progress on recruiting in sync with headcount plan

"For the technical roles, it's really leaning into the quality of those applications. If I get a ton of recent grads who just got their master's in computer science, but did one internship, I'm probably not going to be able to hire them for a senior engineering job when they have very little experience." – Senior Manager, People & Talent

"I would want to look at the speed of hiring by manager...you have some managers that are really like on the spot with getting back to candidates, making a decision. And then the ones that are sitting on the resumes until you follow up multiple times. So I think being able to run metrics around that would be helpful." – Director of HR

Improve the candidate experience

Problem

Candidate experiences can suffer from delayed communication and disorganized interview processes.

Examples of how we can solve it

- Send candidates a reminder of upcoming interviews/steps, after X days have passed
- Send interviewers reminders to provide feedback on candidates
- Provide the option to use the same web conferencing link for all interviews
- Enable admins to send candidate feedback surveys

"I've noticed that people want a lot more communication than I'm currently giving them. There's not a way to automate that [in Greenhouse]. Maybe if somebody hasn't had a touch in a certain number of days and an interview is coming up in a certain number of days, there would be an auto reminder sent to them." – Hiring Specialist

"[Lever's 'add Zoom link' feature] gives them a Zoom link individually for that 30 minutes. Think about that as an interview experience. As a candidate, you don't want to be clicking through three different Zoom links for one interview with a company. You just want to stay on the same Zoom and then have the company [team members] swap out, right? So typically, I don't end up using that feature." – Senior Manager, People & Talent

Product questions

How might we bring collaboration into ATS?

Problem

Recruiters are not always the sole person responsible for creating a requisition. They may need input from hiring managers and review and approval from leaders before publishing.

How we can solve it

Introduce concepts of draft mode, collaboration, and approval workflows into Rippling

How might we make automation explicit throughout the product?

Problem

Admins want automated emails but often prefer to manually handle communication for candidates who are higher in level or further along in the process.

How we can solve it

Clearly indicate which communications are automated vs manual to prevent confusion

Allow users to skip candidate communication, if not necessary for the role

How can we surface more “aha moments” throughout hiring and beyond?

Pipeline reports give us a strategic opportunity to help hiring teams optimize processes and reach their targets. However, companies often don’t know what kinds of questions they could be asking beyond day-to-day operational metrics.

How can we surface more “aha moments” throughout hiring and beyond?

Examples:

- Compare pipeline data with industry standards for key metrics such as days to hire, offer acceptance rate, referral rate
- Highlight the best and worst performing sources in terms of ROI and candidate quality
- Give granular insight into “time to” metrics so that teams can identify bottlenecks
- Connect scorecards / interview quality to employee outcomes (turnover rates, performance ratings, etc)
- Identify the interview questions / core competencies that predict candidate quality
- Provide user guidance/tips on best practices for candidate communication and interviewing

Open UX questions (October 2021)

- **Pipeline Plans**
  - Should “pipeline plans” be required for basic users? What might this look like for non-tech companies?
- **Permissions**
  - Should hiring managers have access to creating reqs, scheduling, moving candidates, etc?
  - Should a department head see all reqs? Or just ones they’re assigned to/involved in?
- **Headcount and Positions**
  - How do recruiting teams prefer to handle reqs for different locations?
  - If the user wants to create 2 reqs, how would we connect this back to the headcount record?
  - What information should we save back to Positions, when a req is created from a positions?
- **Notifications**
  - Where would users expect to receive ATS notifications?
  - How do we manage scheduling events that trigger lots of notifications? (e.g., pings for new availability?)
- **Reporting**
  - How/where can we surface trends outside of pipeline metrics (e.g., number of scorecards completed, disposition reasons, frequency of candidate communication, etc)?
- **Candidate experience**
  - Is it mobile friendly? What can be done via text message / email, if anything?
  - How do orgs think about branding and presenting themselves to candidates?

Appendix

ATS research findings

- Research reports
  - **ATS discovery and prioritization (tablestake needs)**
  - Concept testing and exploration – reporting
  - Concept testing – requisition creation flow
  - Concept testing – bulk candidate review
  - Concept testing – interview plan
- ATS use cases (spreadsheet format)

The 3 stage of a company's recruiting

...and how might we help them transit?

	Small		Simple and straight-forward		strategic
Who's doing recruiting?	CEO	Scale →	1 HR generalist (sometimes with 1 recruiter)	Scale →	Recruiting team
What Rippling product are they using nad how they're using it?	**ATS** • Publish job posts	**"Promote" advanced features** • interview plan • email templates • job post	**ATS** • Publish job posts • Interview plan with substages • Standardize candidate communication • Collaboration with hiring managers (hiring managers do some work in ATS)	**"Promote" position** • Save req as a position • Save job post as a template • Save interview plan as a template • Save job post and interview plan to position • Create reqs from headcounts	**Postion + headcount + ATS** • Standadize job posts • Standadize interview plans with substages • Standadize level and comp • Reporting (tech, non-tech) • Strict candidate communication

Organizational approaches to recruiting + ATS

1. When it comes to recruiting practices, we observed two kinds of organizations:

BASIC & STRAIGHTFORWARD

- HR led, haven't built out recruiting operations
- Not focused on reporting
- Looking for simple tools, no bandwidth for complex implementation and setup
- Cost is a factor
- If an ATS is in place it is primarily used to ingest candidates and resume review

STRATEGIC & EFFICIENT

- Talent or Recruiting Ops function in place
- Emphasis on metrics and stakeholder visibility
- Looking to standardize and streamline processes to improve reporting and outcomes.
- Best of breed to get the job done
- An ATS is in use, and effort made to get the most out of the tool across the candidate lifecycle.