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THE NEW HOURLY WORKFORCE PARADIGM: FRICTIONLESS ENGAGEMENT

A guide to making the recruiting and hiring process faster, easier, and more automated

Introduction

If you're involved in the recruiting and hiring of hourly workers, you know: Gone are the days of "if you post a job, they will apply." Organizations that hire hourly workers face unprecedented challenges in the wake of an increasingly volatile economy and new worker demands. Knowing that there can be more job openings than job seekers one moment and serious budget and candidate constraints the next, employers are being called to bat for business continuity and asked to elevate their hiring strategies.

The one thing we know for sure about the workforce is that it is always in flux. In September 2021, the quit rate in the leisure and hospitality industry was 6.4%, more than double the national average. Flash forward, and the U.S. Bureau of Labor Statistics predicts that by 2031, 1.9 million jobs will open up in leisure and hospitality — 23.1 % of all projected new jobs.[1] These positive expectations do not change the reality that hiring managers across all industries face today; change is imminent, unpredictable, and ongoing. Businesses must prepare for dramatic shifts in the workforce–and know how to manage the changes.

Hiring managers are juggling more tasks than ever, as many companies are, at the very least, understaffed, and at the very worst, not even able to open for business on a day-to-day basis.

Meanwhile, your costs — both to run your business and also recruit new employees — continue to go up while your existing staff is burning the candle at both ends. Productivity is decreasing and some of your managers might be so frustrated that now they're leaving, too. Your customers aren't having as positive of an experience (or, in some cases, having downright negative experiences) because you simply don't have the bodies to check all the boxes.

The big question many employers are asking is: What's the solution? How in the world do you increase applicant flow when you're fighting a losing battle?

The answer is frictionless engagement.

[1] U.S Bureau of Labor. (17 October 2022). "Leisure and hospitality projected to mostly recover pandemic-driven employment losses." https://www.bls.gov/opub/ted/2022/leisure-and-hospitality-projected-to-mostly-recover-pandemic-driven-employment-losses.html

What is Frictionless Engagement?

Today's candidates have so many options for employment that they won't engage with a complicated application process. Because of this, it's essential to make the hiring process as streamlined and frictionless as possible for both the candidate and the hiring manager.

Eliminating inefficient, unnecessary, or repetitive steps keeps your applicants interested and engaged from the moment they hit the apply button and throughout their recruitment experience..

For candidates, frictionless engagement means providing options for their application process, so they can choose to pursue their application in the way that works best for them. These options may include:

- **AI chatbot**

- **Company career site**

- **Application forms**

- **Text-to-apply**

By providing a number of options, you make the process easier on the applicant, giving them a reason to go through with the application and giving yourself a leg up on reviewing and accepting them before someone else does.

For hiring managers, frictionless engagement means automating processes and optimizing workflows and configurations to free up time, improving responsiveness to qualified applicants.. Benefits of this include:

- **Increasing your applicant flow**

- **Enabling you to hire more people who actually fit your needs**

- **Allowing you to continue growing your business**

Employers Are the New Candidates

> **There's been a shift in control from the hiring manager to the applicant.**

The majority of the hourly workforce — Millennials and Gen Zers — now have different expectations about their hiring and working experience than they would have before the pandemic. With more job openings than potential employees, companies must stand out and prove why a candidate should choose them.

While higher wages and better benefits are attractive perks, it's not always enough. Today's workers are looking for a company that aligns with their values and beliefs. So much so that they are overwhelmingly more loyal to companies that help them contribute to social and environmental issues and are even willing to take a pay cut to work for a like-minded employer. And not only are purpose-driven companies attracting these applicants, but they have 40% higher retention rates than competitors.[2]

Also important to Millennials and Gen Zers? A true work-life balance, especially when it comes to flexibility in work hours. Flexible hours aren't just for the Work-from-Home crowd. Scheduling hourly workers around their preferred hours and not springing last-minute changes on them ensures that they are able to manage their work responsibilities as well as their personal lives. A Pew Survey revealed that of the reasons people quit their jobs in 2021, 24% listed inflexible hours as a major factor.[3] It's essential that the hours you are hiring for match your candidate's expectations and schedule, or you risk having to hire for the same position again in a couple of weeks.

In addition, because employees are in such high demand, candidates are less likely to work through a complicated application process and are more likely to accept an offer from the first company that makes it easy to get hired. You have to streamline the application process and respond to qualified candidates as soon as possible or you risk losing them.

[2] Deloitte. "2020 Marketing Trends." https://www2.deloitte.com/content/dam/insights/us/articles/2020-global-marketing-trends/DI_2020%20Global%20Marketing%20Trends.pdf

[3] Parker, Kim and Horowitz, Juliana Menasce. (9 March 2022). "Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected." https://www2.deloitte.com/content/dam/insights/us/articles/2020-global-marketing-trends/DI_2020%20Global%20Marketing%20Trends.pdf

Successful Hiring Depends on Evolving Your Applicant Tracking System

Few **talent management systems** could handle the needs of the hourly workforce when their were more applicants than jobs. Today, the workplace is meeting such uncertainty that those legacy platforms don't stand a chance.

Under pressure to fill lots of jobs quickly, hiring managers are looking to streamline the sourcing of candidates, using automation and virtual assessment tools to simplify the process and pinpoint the ones who meet their needs. But over the next year or two, the market will surely change again, so the best talent management system will allow you to adapt to changing market conditions, such as being able to turn the dial from quantity to quality of applicants as needed.

For years, many employers and hiring managers of the hourly workforce have tried to leverage applicant tracking systems (ATS) and other traditional talent management tools to boost recruitment. A missing piece, however, was a system tailored to the needs of employers hiring hourly workers.

When you engage in high-volume, location-based hiring of hourly workers, you need a talent management system that reduces the friction throughout the application process to not only generate a large pool of qualified applicants and match the ideal candidates for the jobs you need to fill, but also move them through the onboarding process swiftly.

The best talent management platform prioritizes the following five essentials:

- **Optionality**
- **Speed**
- **Flexibility**
- **Automation**
- **Data**

This white paper will show why a comprehensive solution purpose-built with these five features is vital for companies that do high-volume, location-based hiring.

Optionality Makes Communication More Efficient

> **Reaching today's hourly workforce means accommodating mulitple communication styles — specifically text communications.**

Recent research found that while only 20% of recruiting and staffing emails are clicked on, text messages have a 97% open rate.[4] *Texting is no longer an added bonus, but a requirement if you want a frictionless application process that will attract more candidates.*

Besides text communication options, easy-to-fill-out forms and chat functions are must-haves in today's market. Structured conversations conducted via chatbots automatically complete candidates' job applications and assess their qualifications within minutes, saving applicants from filling out long forms.

Your talent management system has to accommodate those expectations. It should enable you to promote your recruitment message and your brand through a variety of channels.

[4] Thulluru, Vijay. (8 February 2022). "With SMS, Hiring Time Is Going Down Sharply." https://eightfold.ai/blog/what-candidates-are-reading-when-theyre-not-reading-your-email/#:-:text=Gartner%20says%20that%20only%201,And%20they're%20opened%20quickly.

Speed is Everything for Turning Candidates into Hires

Recruiting, hiring, training, paperwork, and other day-to-day tasks — even having to jump behind the counter in some cases — means location-based hiring managers' heads are spinning these days. They barely have time to think about eating lunch, much less respond to candidates within 24 hours or thoroughly evaluate candidates to determine who might be a good fit for the position.

A successful talent management system empowers hiring managers with fast and efficient ways to engage interested job candidates, schedule interviews, and quickly decide whether or not to hire them.

Candidates are looking at many job options and the best candidates get hired quickly, so applicants who don't receive an immediate response are more likely to move on to the next option. Being able to send a quick text message or rapidly schedule an interview not only increases the likelihood of a positive interview experience and the potential for hire, but also helps prevent interview ghosting.

A truly effective talent management system eliminates the complications of the application process while making it easier for hiring managers to respond to candidates and move them through the interview process. A positive interaction with your company makes them almost 40% more likely to accept your offer.[5] Even better, 81% of candidates will share their positive experiences with people they know (72% will share their negative experiences as well).[6,7]

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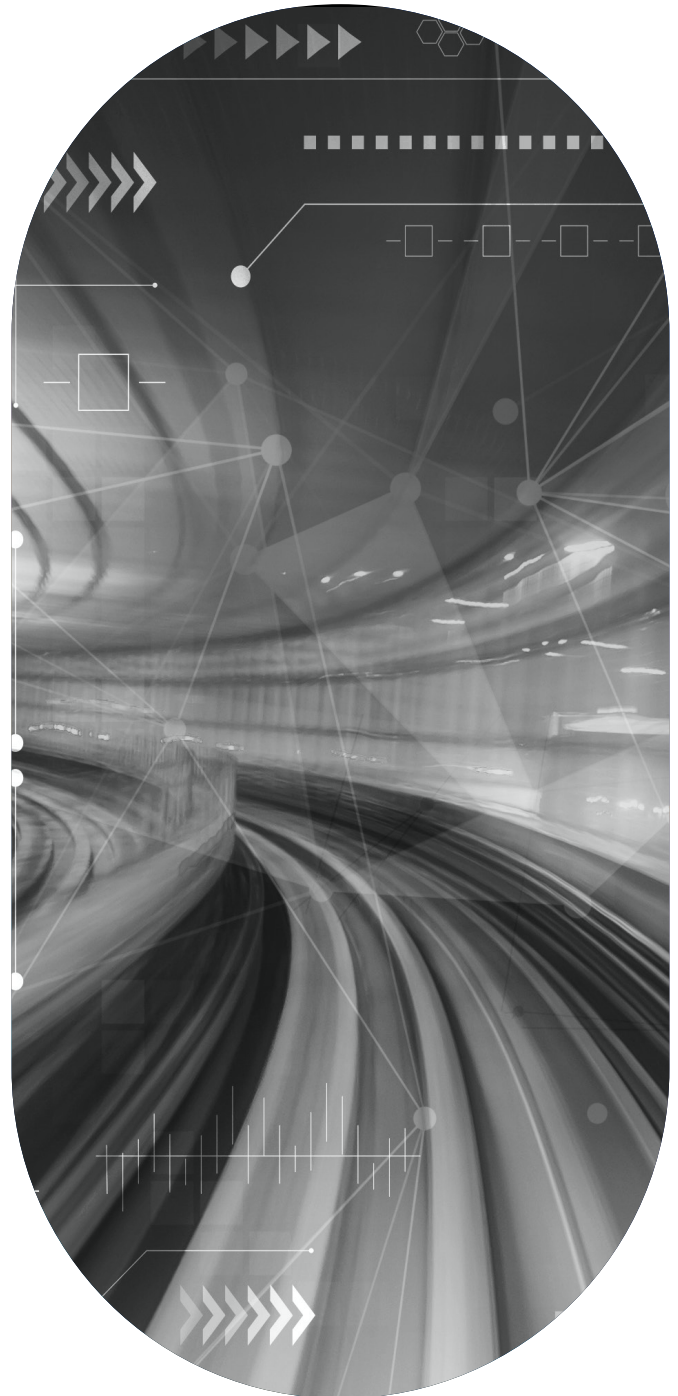
[5] Zhang, Haiyan and Feinzig, Sheri. (February 2017). "The far-reaching impact of candidate experience." https://www.ibm.com/downloads/cas/YMOARJJG

[6] (5 July 2017). Workopolis. "Everything you need to know about the candidate experience." https://hiring.workopolis.com/article/everything-need-know-candidate-experience/

[7] Quast, Lisa. 26 June 2017. "Here's Why You Need to Improve Your Company's Candidate Journey- And How To Make It Better." https://www.forbes.com/sites/lisaquast/2017/06/26/your-companys-candidate-journey-sucks-heres-why-and-what-you-can-do-to-improve-it/?sh=35502ffc2a23.

Automation Eases Busy Hiring Managers' Workloads

A critical component of moving the process along quickly is a talent management system that enables hiring managers to eliminate or reduce the time required for things like completing applications, scheduling interviews, answering applicants' questions, and assessing their qualifications. Niche solutions might meet this need if you're looking to solve a single problem, but it may not integrate with your current system, which will in turn make your hiring process even longer. For the complex process of hiring hourly employees, you need a complete solution that integrates AI-based, low-touch management.

Interview scheduling, for example, is a task that often takes up too much time for location managers who are also overseeing their stores.. The best talent management software will take the burden off of your location manager's with automation and artificial intelligence. Automations can help move candidates through the process and then bring in the hiring manager for high-value decisions. For example, receiving a notification that the applicant has the experience and ability to perform the job duties before an interview is scheduled — and even automating the interview-scheduling process itself.

Flexibility is Crucial in a Constantly-Changing Labor Market

Employers need to be able to pivot easily from the employee-driven market of today to whatever changes the future holds, whether it is a swing of the pendulum or an intensification of the current market. Employers of hourly workers need the flexibility to change and optimize configurations and workflows as needed, depending on the location, job position, market conditions, season, and other variables.

When there are more job openings than job seekers, the dials on your talent management software should be able to be set to increase the quantity of candidates in your pipeline. When the market changes and there are more candidates, you want a software that allows you to be more selective, or add additional steps into your process. You need this to be possible, and easy, without who are also managing their stores. your hiring process.

Data Must Drive Hiring Decisions

High-volume hiring decisions can only succeed with adequate data to guide them. Analyzing the data generated from engaging with job applicants and new hires helps you learn vital information to improve your talent acquisition strategy.

Some analytics that may be helpful to leverage for more data-driven decisions include:

- **Which channels attract the greatest number of applicants**

- **The average number of total applicants for each job filled**

- **How wages affect hiring rates**

The most valuable talent management system allows you to easily identify skill gaps and assess how well a given applicant can fill the gap.

An End-To-End Approach to Talent Management Works Best

Niche solutions for talent management don't consider the complexities of the hourly workforce; they often only fix a single issue and present challenges when it comes to integrating them into the employer's existing HR ecosystem.

The best solution — now and in the future — is an end-to-end talent management platform that provides optionality, speed, flexibility, automation, and data. Together, these elements create frictionless engagement that attracts more candidates, moves them through interviewing and hiring in a flash, and gets them on your team within days.

ABOUT MITRATECH

Mitratech is a proven global technology partner for corporate legal, risk, and compliance professionals seeking to maximize productivity, control expense, and mitigate risk by deepening organizational alignment, increasing visibility and spurring collaboration across the enterprise. With Mitratech's proven portfolio of end-to-end solutions, enterprises worldwide are able to implement best practices and standardize processes throughout their organizations and realize fast time-to-value. Serving 7,700 organizations of all sizes worldwide, Mitratech works with almost 40% of the Fortune 500 and over 500,000 users in over 160 countries.

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