

**“Every company should be great at recruiting, but it doesn’t just happen. Successful recruiting is the result of planning, focus, incremental improvements in two to three measurable key activities, and carefully selecting an expert partner to assist in utilizing and integrating the best and most cost efficient tools and resources.”**

*- Matt Corbett  
Chief Executive Officer  
Hub Recruiting*



## Hub Recruiting

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U.S.A.

***Talent Acquisition  
for the Modern  
World***



# Welcome

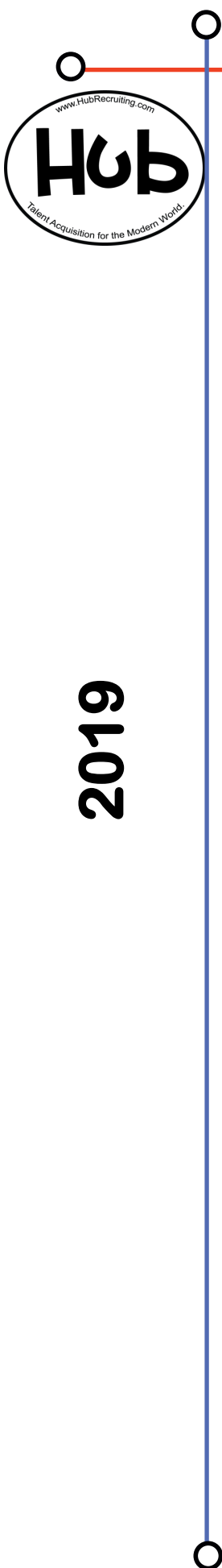
Welcome to the first annual recruiting playbook from Hub Recruiting.

In this first *The Hub Way*, we will look closely at how companies can identify their current stage of recruiting maturity and plot a path to improvement.

We will also take a look into the components of Hub's Full Stack RPO, and outline the importance of integrating talent, technology and training within today's corporate recruiting strategies.

The tectonic shifts currently occurring within the overall workforce structure and talent accessibility present today's companies with new challenges. Each of these challenges, however, can be consistently turned into advantages if met by integrating new approaches, flexibility, technology, dynamic team sizing and continual learning.

Matt Corbett  
CEO  
Hub Recruiting



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# The Hub Way

## Getting to Great.

*“Our ability to improve hiring with our clients has a profound impact on every aspect of their growth, success, happiness, culture, product, service and profitability. Hub solves the consistent hiring problems that hold back most growing companies by continually innovating and integrating new solutions into its Full Stack RPO approach. We live in a dynamic, ever-changing world where hiring approaches and solutions need to be equally dynamic and adaptive.”*

Matt Corbett and Tom Pimm, Hub Founders.

2019

Simply put, Hub Recruiting exists to solve hiring problems so that every one of our clients can reach their optimal growth. We believe that great hiring should be a central, strategic asset for all growing companies and we will work tirelessly and innovate continually to help our clients achieve this goal.

*The Hub Way* describes Hub’s approach to solving specific hiring problems by understanding the various stages of a company’s growth. Each section focuses on a stage of growth and outlines a path to hiring excellence using the Capability Maturity Model Integration (CMMI) framework. A brief explanation of this model can be found on page 26.



2019

## State of The Union

The decade-long shift from agency recruiting to internal talent acquisition (see below) has evolved from an interesting trend to a reliable fact. The State of The Union has **never been stronger** for businesses who believe that hiring is an essential asset that they want to own and control. However, the State of The Union can be **daunting** if a company's leadership team has no interest in owning and controlling their hiring capabilities.

Following are three organizational action points that every business needs to successfully implement as recruiting transitions from an outside agency model towards an internally-owned function:

1. Measure your recruiting pipeline with the same intensity that you measure your sales funnel.
2. Elevate Human Resources from a shared service to a strategic function that reports directly to the CEO, on par with engineering or sales.
3. Ensure that everyone in the company participates in recruiting.

## A Decade's Perspective: 2009-2019

2009 to 2019 can be considered the cost-per-hire pivot point decade when corporations transitioned from an agency and external 'fee-per-hire' model towards a more nuanced and internal HR approach. The impressive growth of LinkedIn as the world's leading business social network dislodged the historical belief that only external recruiting agencies can provide a reliable and up-to-date candidate database. The collapsing of the agency-owned, private candidate database (with a per-hire entry fee) into the flat, readily accessible LinkedIn database (with a monthly access fee) has entirely changed the challenges of hiring. Access is no longer the issue. Access has been replaced by the following three challenges:

1. How to engage with prospective and passive candidates.
2. How to stand out in a flood of LinkedIn InMails as well as find new and alternative avenues of connecting.
3. How to dynamically adjust an internal recruiting team as business hiring demands rapidly change.



## Timing

The timing of this book is intentional. 2018 will be remembered for the convergence of three hiring trends: historically low unemployment rates and the scarcity of available talent, a historically strong economy with widespread demand for available talent, and the tectonic shifts in both how companies find new employees and how people find new jobs. The opportunity for innovative and integrated flexible hiring solutions is equally historic because of the availability of data to support insightful and informed changes in hiring strategy.

Consider this book your own manual. You can start anywhere and move around at will. Find your stage of company in the five levels and identify your maturity characteristics in the CMMI process. See page 26 for more information on CMMI. Initially, growing companies rarely fit cleanly into just one CMMI category at one growth level. The current dynamism of the North American labor market does not allow for simple answers to complex problems. However, it does encourage thoughtfully designed, easily integrated and completely flexible solutions to emerge. Welcome to Hub's Full Stack RPO.

Full Stack  
RPO

## Full Stack RPO

Hub's Full Stack RPO solution has three major components: **Talent**, **Technology** and **Training**. To support a client's hiring challenges and requirements, Hub can design a solution across all three of these fronts, simultaneously. Although all fast growing companies must think about these three components as essential and central elements in their overall hiring strategy, they are usually implemented at different times and in an uncoordinated and unconnected way. The value benefit of Hub's Full Stack RPO is the integrated and coordinated use of all three of these components to deploy a high impact, flexible, and cost effective solution.

Recruiting Component	Industry options	Hub Full Stack RPO Solution
<b>Talent</b>	Recruiters	Hub Full Lifecycle Recruiters and Sourcers
<b>Technology</b>	<b>Recurring license fee</b> — Applicant Tracking System (ATS), LinkedIn, Monster, TalentBin, Indeed, etc.	<b>Free</b> Hub.jobs + LinkedIn Recruiter Licenses
<b>Training</b>	<b>Fee paid</b> — LinkedIn Certification, AIRs, Lorman, Monster, Lynda, Coursera, etc.	<b>Free</b> Hub Recruiting University



## The Hub 3 T's—Talent, Technology and Training.

The Hub Full Stack RPO solution was designed to integrate the three most commonly needed, but inconsistently deployed assets in a recruiting organization: Talent, Technology and Training.

Client Needs	Hub's 3 T's
<b>Talent</b> – Recruiters and sourcers who build a candidate pipeline and work closely with hiring managers and candidates through the interviewing, offer and onboarding process.	Hub's talented recruiters and sourcers are experienced professionals with depth across all functions, scale of hiring, size of company, local and international hiring, multilingual and multicultural.
<b>Technology</b> —ATS (applicant tracking system) that helps track all the candidates, open jobs, interviews, interview feedback and final hiring decision.	Hub's Technology is Hub.jobs, a mobile app and desktop platform that manages candidate review, interview scheduling, interviewer selection, interview question selection, interview feedback (qualitative and quantitative), and final decision making. All aspects are measured and shown on an activity dashboard.
<b>Training</b> —Platforms that allow interviewers and hiring managers to quickly learn and apply interviewing and hiring best practices.	Hub's Training is Hub Recruiting University (HRU) , an online training platform with video modules on all aspects of recruiting. These include interview techniques, questions, LinkedIn training, candidate engagement. Quizzes are also included.

Half of global  
execs rate  
capability  
building as  
a top 3  
priority

(McKinsey & Co)

**"I simply cannot say enough about Hub Recruiting and the great talent acquisition strategy that they have put in place. Their integrated solution of providing recruitment, ATS, and training rolled into one hourly price effectively enables me to implement the perfect amount of resource at the exact time of need. Stellar service coupled with a stellar model."**

*Thomas G. Aurelio, Chief HR Officer,  
Endurance International Group. EIGI (NASDAQ)*





## Challenges: Stages of Company Growth

Although each company will have its own unique story, most will have navigated a similar series of stages through growth, funding and scaling. Building on the work by Neil Churchill and Virginia Lewis published in the Harvard Business Review on the stages of growth for small businesses, Hub has identified the five stages of growth for technology companies. These five stages are -

1. Early stage startup with seed funding
2. Growing startup with A round funding
3. Growth stage with B+ round funding
4. Scaling, pre-IPO company
5. Growing public company

Business growth will vary based on size, marketplace, investor contributions, competitive landscape and management styles. However, there are a set of common problems within talent acquisition and human resources that arise with surprising consistency. These points of similarity across most technology companies are the catalyst for this study and framework.

## Solutions: The 6 Top Talent Acquisition Options

This study is focused on the service categories that human resources can leverage to locate and acquire talent. They are:

**Referrals**— minimal per hire fee. Paid usually to employees.

**Startup Builder**—part-time, expert recruiters by Hub Recruiting. Hourly fee.

**Contingency Search**— per hire fee for non-leadership level hires. Paid to external agencies.

**RPO**—a category within BPO. Transparent RPO by Hub Recruiting. Hourly fee.

**Internal Recruiting Team**— corporate employees. Usually annual, salaried employees.

**Retained, Executive Search**—per hire fee for leadership level hires. Paid to external agencies.

"Always treat your employees exactly as you want them to treat your best customers."  
- Stephen R. Covey



*"I hire people  
brighter than  
me and I get  
out of their  
way."*

*- Lee Iacocca*

# Talent

## Startup Builder

**Problem:** Hiring for early stage startups is a notoriously difficult stage of recruiting. Particular challenges include lack of brand recognition, lack of funding and lack of significant marketplace validation. However, startups have a lot to offer. Opportunities for early employees can be remarkable and possibly career-making and life-changing. Recruiting needs to be precise, organization-wide, cost effective, incredibly flexible, customized and represent the company culture.

**Solution:** Hub's Startup Builder program provides experienced, part-time recruiters and sourcers to early stage startups, at an average of 20 hours per week. This allows our clients to quickly adjust their recruiting focus between engineering and non-engineering roles, sourcing and full lifecycle recruiting while keeping a careful eye on cost control. Hub's Startup Builder also uniquely allows its clients to retain the entire candidate pipeline for future hiring.

## Transparent RPO

**Problem:** Hiring has emerged as a leading issue for all fast growing companies, especially when tools such as LinkedIn have shifted the sourcing task from external agencies to internal corporate teams. But how do you solve a flexible, ever-changing problem (hiring) with a fixed, structured organization (corporate recruiting team) while maintaining operational efficiency and effectiveness ?

**Solution:** Hub's Transparent RPO empowers companies to have a completely flexible and dynamic internal recruiting team by providing experienced sourcers and full lifecycle recruiters 40 hours per week, onsite or offsite. As hiring demands change, the Hub team flexes between focus (engineering and non-engineering roles) and time/cost (quickly scaling up and down).



# Technology

## Hub.jobs

**Problem:** An ATS (applicant tracking system) is an essential candidate tracking and interview management tool, but most fast growing companies invest in an ATS far too late in their development. The typical investment point for an ATS is stage 3 (mature startup with B round) whereas the repercussions of a positive hire or negative hire are most impactful at stage 1 and 2.

**Solution:** Hub provides our free ATS, Hub.jobs, to early stage companies in stages 1, 2 and 3. Accessible as a mobile app and desktop, Hub.jobs offers unique features such as an Interview Question Library, easy interview scheduling, qualitative and quantitative interview feedback as well as a full analytics dashboard.



*"Never before had there been so much pressure on organizations to succeed. Yet by not applying the same rigor to their people strategy as they do in other areas of their business, organizations largely ignore their greatest lever for success."*

Gary Burnison,  
CEO of Korn Ferry

# Training

## Hub Recruiting University (HRU)

**Problem:** Investing in the interviewing skills of hiring managers, interviewers and recruiters may be the lowest cost / highest ROI activity for most fast growing companies, but it typically only occurs inside pre-IPO and public companies.

**Solution:** Hub provides a free, online recruiting and interviewing platform to clients at all 5 stages. Hub Recruiting University (HRU) uses videos and quizzes to help clients of all sizes become better interviewers, sourcers and HR business partners across all functions. Every minute spent improving hiring is a significant investment in team creation and long term team success.



Notes



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# Early Stage Startup with Seed Funding.

Hiring for early stage startups with seed funding is essentially an exercise in gaining the maximum value from the lowest possible spend. Every dollar should be spent carefully and effectively knowing that each correct hire will have a long lasting and profound impact. This is arguably the hardest balance to find in the five stages of growth, but if successfully achieved, will certainly have the greatest outcome for everyone involved: founders, the early team, investors and clients. The best answer, no doubt, is succinctly summarized with “referrals, referrals, referrals.” Certainly the practice of extracting maximum value and impact from an established human network of friends, colleagues and peers has long been recognized as the lowest cost, highest impact method to hiring. This method has, however, been too often mis-managed and poorly leveraged to achieve the required

outcome. Always remember that the best way to leverage the visible and invisible connections tied into a referral network includes these four simple steps -

1. Never mind that it's counter intuitive, know that the best employee recommendations come from weak ties rather than strong ties, so spread your referral requests far and wide. Read “Strength of Weak Ties” by Mark Granovetter.
2. Three touches. Contact your network three times on each referral request. Don't give up after one request or even two.
3. Involvement. Everyone in the startup should be involved in referral requests, including the seed investors.
4. Provide details on your startup, the problem you are solving, specific details of the role you are hiring for, and the impact that the new role can have. Don't be vague. Turn your networks into champions and evangelists.

“You are only as good as the people you hire.”  
- Ray Kroc, McDonalds

## Betting on People

Early stage investors usually bet on people (the founding team) rather than ideas because the only certainty for an early stage startup is unforeseen challenges. It is the team's capacity to handle these challenges that define the startup's success and growth trajectory. The founding team should remember and follow this investment betting thesis and spend significant amounts of time on hiring. It is tempting to focus solely on the product, service, market and early clients. Carving out time (20%) to work on building a hiring pipeline is an exceptional investment in the startup's future.

Recommended Hiring Sources



- Referrals 70%
- Startup Builder 30%
- Retained (0%)
- RPO (0%)
- Internal TA team (0%)
- Contingency (0%)

## Optimal Use of Startup Builder

Hub's Startup Builder solution offers early stage companies the ability to use an experienced sourcer or full lifecycle recruiter on an hourly, part-time basis. The choice of which level of Hub recruiter or sourcer depends on several key capabilities already existing in the startup's founding team. If the founding team has interest and experience in recruiting but limited time, a Hub sourcer can add expertise with LinkedIn network leverage, workload management, network target identification and referral

effectiveness measurement. If the founding team has interest, but no experience in recruiting, a Hub sourcer can guide and teach the founding team through the process of referral creation, targeting, messaging, interviewing and hiring. And if the founding team has neither interest nor experience in recruiting, a Hub full lifecycle recruiter can handle the entire process of network leverage, network targeting, messaging, interviewing, hiring and onboarding (in addition to trying to get everyone excited about the importance of hiring).



## It's Never Too Early to Get Hiring Right

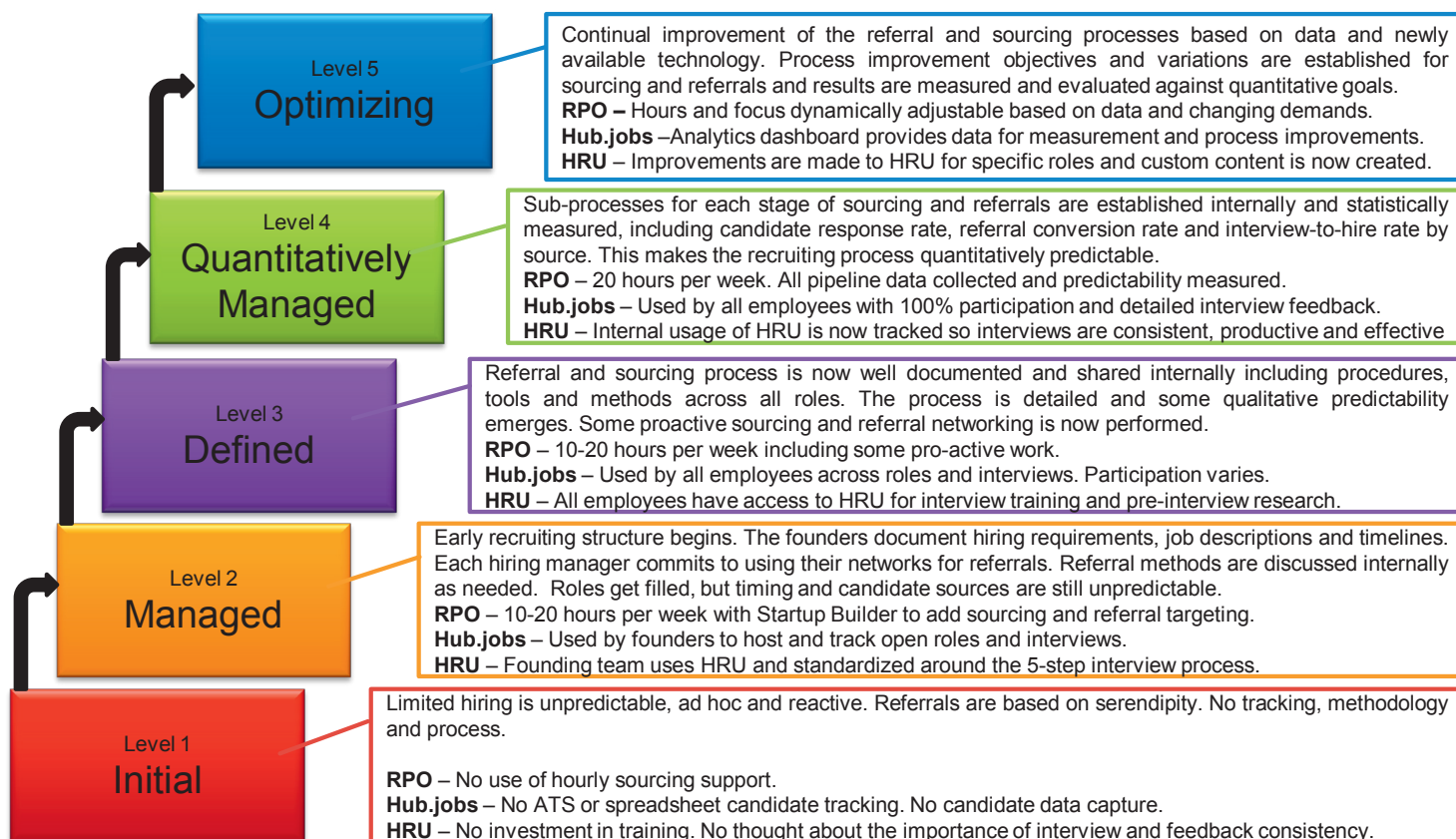
Every startup's founding team should add the word 'recruiter' to their title. What a refreshing and powerful statement that would send to their team, peers, network and early clients. It clearly says, "I take hiring and team selection seriously. I am always on the lookout for talent that shares our dreams. I am always excited to meet and talk with talented people. I am a listener interested in learning about other people's career goals and core expertise. I will not rest in my search to find and bring the best possible people into our company." The intentional consequence of this approach is a reliable and consistent exposure to talent. Let's call this **accessibility** and it is the first half of getting hiring right. The second half, let's call

**conversion**. Conversion is the process of interviewing, internal interview feedback analysis, decision making, improvement with training, onboarding and ongoing measurement. The right time to implement this is when it will have the most impact, which means as early as possible. Establish internal processes that scale with success. Too often startups delay focusing on 'getting hiring right.' And yet, to increase the likelihood that there will be additional stages of growth, startups must invest in getting hiring right from the very beginning. The best approach to getting it right includes: **talent** (everyone is a recruiter and leveraging the human network), **technology** (use our free Hub.jobs) and **training** (use our free Hub Recruiting University / HRU).

"The hardest thing about getting started, is getting started."

- Guy Kawasaki,  
Garage  
Technology  
Ventures

## Characteristics of Talent Acquisition Development for a Start-up with Seed Funding



See page 26 for the five CMMI process maturity levels.





# Growing Startup with A Round Funding

Hiring for startups with their A round of funding is essentially an exercise in developing various candidate pipeline strategies based on two characteristics: the number of open roles and the likely repeatability of hiring for each role. Roles within this early stage of growth will fit into either category quite cleanly:

- **90%** of job openings have the potential to be filled multiple times each year, with an ongoing demand that increases with the company's growth rate and those should be owned internally. This is done through the effective use of referrals and the use of an hourly Hub Startup Builder recruiter, responsible for candidate identification, sourcing, initial interviewing and interview process management. It is important to invest in candidate tracking, building long-term candidate relationships, understanding the marketplace for these roles very well, and building an internal, repeatedly usable database of candidates.
- **10%** are roles that will be hired rarely in each calendar year. Due to the low repeatability through the stages of growth, these can be efficiently outsourced to a contingency agency. It is less strategically critical to own the entire candidate sourcing pipeline.

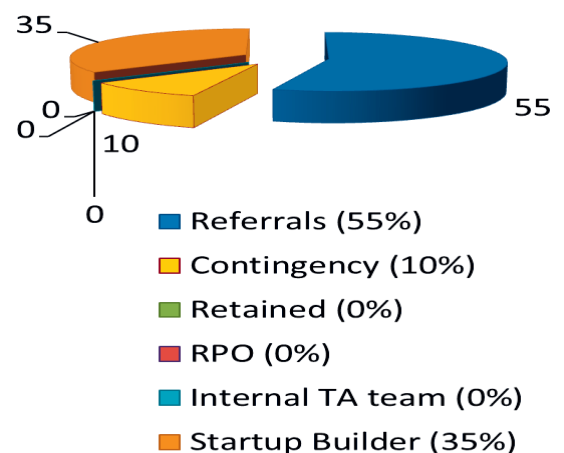
## Leveraging the Funding

A funding event is a validation of the startup's vision, early stage product or service, customer or marketplace reception and possibly even revenue. This is the ideal time to capture the interest of the founding team and investors' network of colleagues, peers, friends, clients and prospects. Leverage the funding event to its maximum affect, which includes hiring just as much as early client development.

"Time spent on hiring is time well spent."

- Robert Half

## Recommended Hiring Sources



## Optimal Use of Hub.jobs

Hub.jobs is a free mobile ATS provided by Hub Recruiting for its early stage clients. It improves the qualitative process of candidate review, interviewing and selection while capturing all of the critical quantitative measurements and hiring analytics. Hub.jobs is a free download from Google Play and the desktop version is used for all administrative and analytic tasks.

Hub built Hub.jobs to support early stage companies during a critical period of their growth. An ATS is traditionally added to the HR budget in late stage 2 (late A round of funding) and

early stage 3 (early B+ round of funding). Hub believes that it is *never too early* to get hiring right and adding an ATS is an essential component for candidate assessment, interviewing, feedback capture and accurate hiring decisions. The Hub.jobs features integrate with Hub recruiter's and sourcer's systems and interviewing approach and with Hub Recruiting University training modules and quizzes.





## Essential Characteristics of New Hires

A series A round of funding is usually used to optimize the early user base and product offerings. The result is proof that the founding team can turn an idea and early traction into a successful, money-making business. Hiring becomes increasingly critical at this stage because new hires must bring often contradictory characteristics—short-term flexibility to quickly deliver traction, while possessing longer term capabilities to scale the product or service through the next round of funding. It is vital that all hires are able to flex and stretch into new roles, levels, situations and demands that fast growing companies find themselves in. This is the stage where everyone **MUST** be able to see issues and dive in to solve them, step up and take leadership, and find solu-

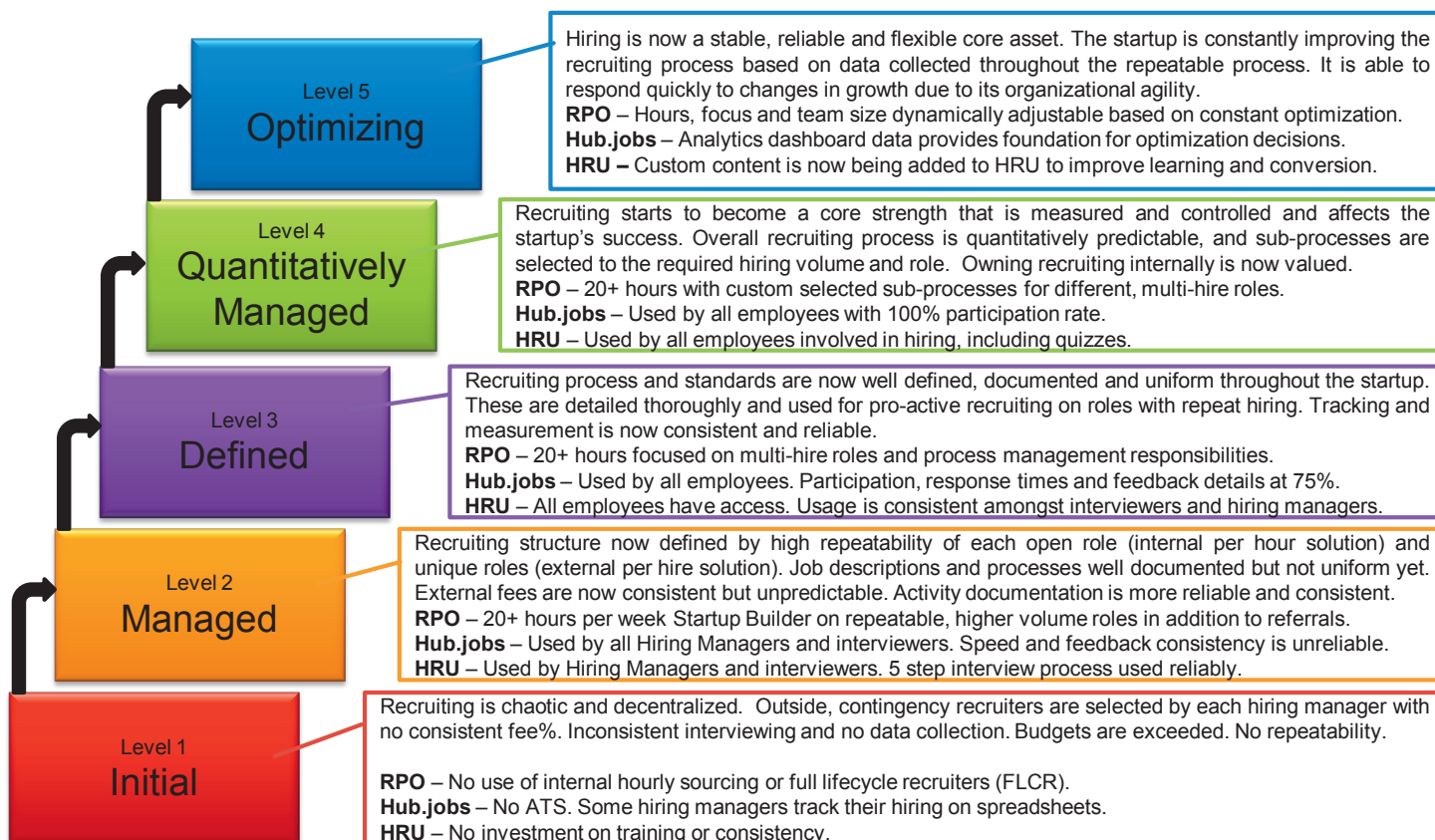
tions to unforeseen challenges while they are moving so fast that they often don't have time to stop and take a breath. Effective hiring for this stage combines three types of questions -

1. **Delivery**—How can they help deliver the product (service) and build the marketplace?
2. **Ambiguity**—How will they deal with constant change and challenges?
3. **Passion**—What do they care about so deeply that they will work on it with everything they've got?



"Great vision without great people is irrelevant."  
- Jim Collins,  
*Good to Great*

## Characteristics of Talent Acquisition Development for a Startup with A Round Funding



See page 26 for the five CMMI process maturity levels.



# Growth Stage Company with B+ Round

"I am convinced that nothing is more important than hiring and developing people. At the end of the day you bet on people, not on strategies."

- Lawrence Bossidy, GE

Hiring for growth stage companies with a B+ round of funding is essentially an exercise in building every aspect of the talent acquisition strategy to meet the market demand for the product / service. Some VCs say that B stands for Build. Building a winning and growing team requires a scalable recruiting process that is consistent and reliable through every burst in hiring. This stage requires a recruiting team that can scale across short-term bursts with many hires while successfully handling lower scale, specialized roles. It also needs a sourcing solution that can provide a predictable flow of high quality, well qualified candidates for open roles so hires are never made out of desperation. An ATS tracking all activity and training guarantees re-

peatability and consistency.

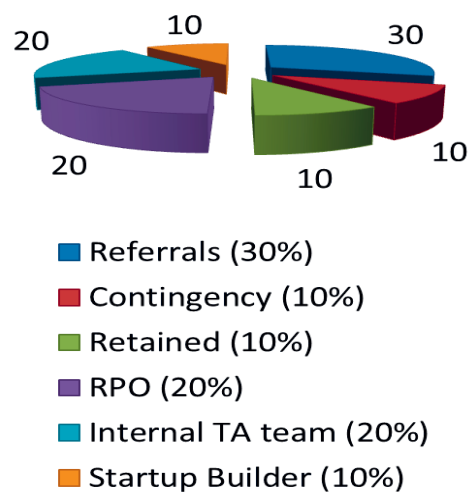
During this growth stage, an internal recruiting team takes shape. The size of the internal recruiting team is driven by the median number of guaranteed hires throughout the year. Sourcing successfully transitions from Hub's part-time Startup Builder to the internal team supported by full-time Hub RPO team to handle any hiring bursts that exceed the capability of the internal team.

A wider variety of sourcing strategies are required to meet increasing demand, including the multi-search use of retained executive search and contingency fees paid for multiple, single hire roles. Referrals drop as a percentage of hires, but should not go below 30% of all hires.

## New Funding Networks

A series B+ funding event is often provided by the same investors as the Series A, with the addition of several new venture capital funds who focus on later stage companies. It is essential to leverage the networks of these new venture funds because their networks are usually rich with talented people who own the required growth skills and track records across every function throughout their past portfolio companies.

Recommended Hiring Sources



## Optimal Use of Hub Recruiting University (HRU)

HRU is a free, online training platform available to all of Hub's clients. It is the same training platform that all internal Hub recruiters and sourcers can access to support their skills and growth. Its content across aspects of recruiting and sourcing also includes quizzes to test and track knowledge. Hub provides HRU to its clients because of a deep belief in the benefits of high quality, consistent and repeatable training. These benefits include improvements of:

1. Employee performance
2. Employee satisfaction and morale
3. Strengthening of existing weaknesses
4. Consistency
5. Productivity
6. Hiring quality
7. Interviewing quality
8. Candidate experience



## The Transition from Innovation to Optimization

Early stage startups and A round funded startups are the definition of innovation. Growth stage companies with B+ round are at the transition point from innovation to optimization. Almost everything in the company, from people to products to processes needs to be assessed for their ability to scale without losing core capabilities. This is often the point of a company's growth when employee attrition starts to affect the resourcing of the internal recruiting team because unexpected internal attrition can apply additional stress to a recruiting team. The adrenalin rush of innovation needs to be supported with scalable processes and

transparent measurement. Optimization requires a different skillset, background, approach and philosophy than early stage innovation. New layers of organizational design and management often impact decision making speeds. New hires need to bring deep expertise in operational discipline, decision-making with wider repercussions, customer support, financial systems, revenue reliability and investor reporting.

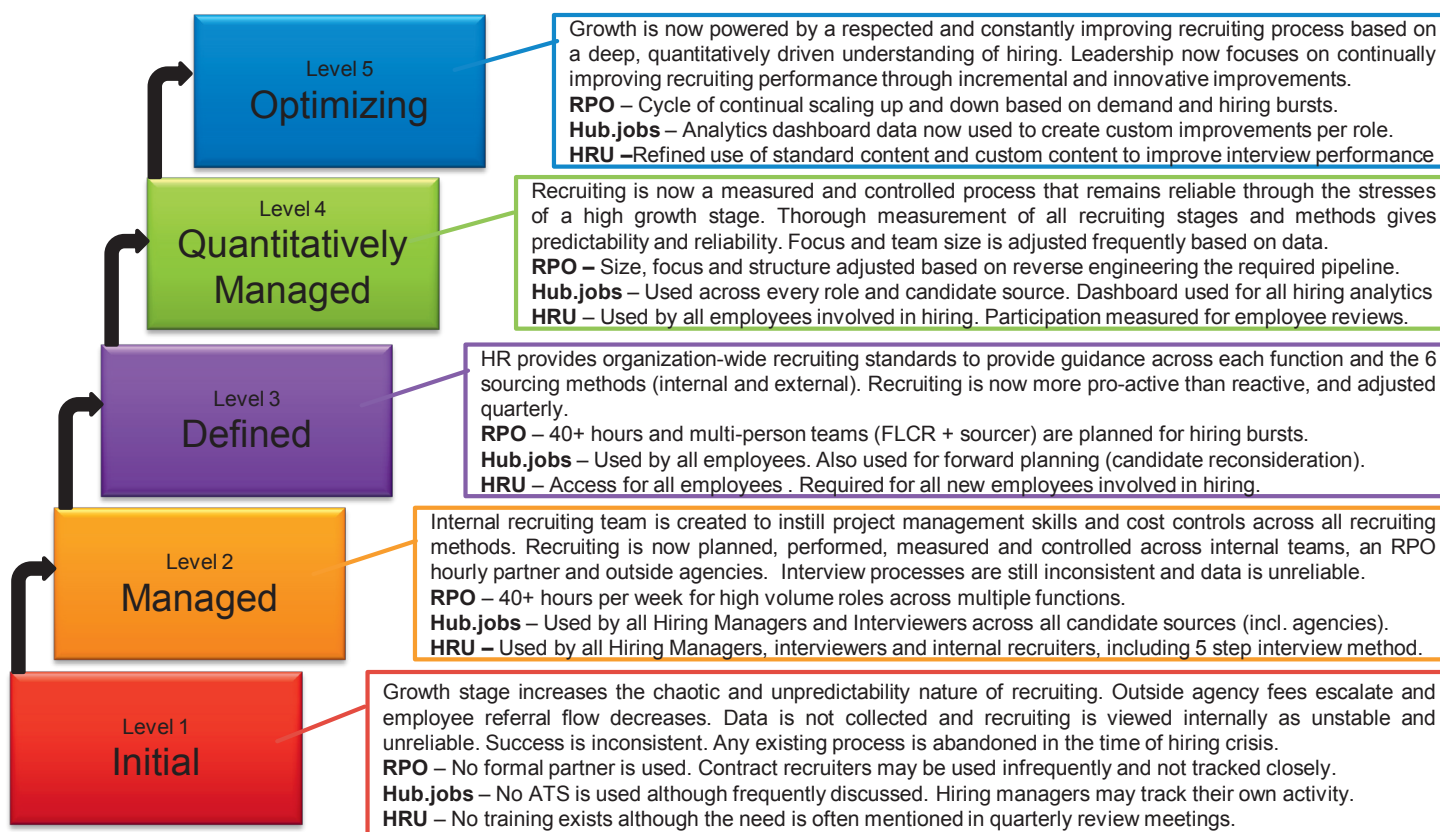
This is often the stage of growth that can either tear a company apart or solidify its future. Focusing on recruiting is essential to attaining this goal.

CFO asks CEO:

"What happens if we invest in developing our people and they leave us?"

CEO: "What happens if we don't, and they stay?"

## Characteristics of Talent Acquisition Development for a Growth Stage Startup with B Round Funding



See page 26 for the five CMMI process maturity levels.



# Scaling Stage, Pre-IPO Company

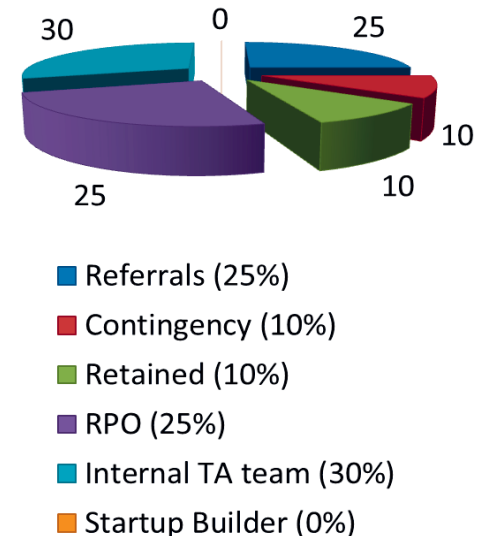
Hiring for scaling stage companies that are pre-IPO is essentially an exercise in expanding an existing team and process to achieve repeatability and reliability as the company drives for wider adoption in new markets, new offerings and potential acquisitions. Recruiting now takes on a wider range of responsibilities with the opportunity for greater impact across people operations, HR business partnership, compensation and performance analytics, reporting and even compliance.

Recruiting is now driven by an expanding internal recruiting team that scales to match the increased, average number of hires throughout the year. As the different functional teams grow inside the company, recruiting starts to develop sub-specialties in each of these functions. For example, sales recruiters and engineering recruiters. Hub's RPO teams mirror these technical and non-technical sub-specialties to augment our client's internal teams, providing increased performance through high volume hiring bursts.

## Funding for Scale

Investors in scaling, pre-IPO companies contribute significant sums of money into a proven business to secure and expand the businesses market position. This stage is designed to take a company from success to marketplace dominance. It is also when a company leverages the investors' brand, acting as investment banks, private equity, hedge funds, etc., rather than individual personal networks.

Recommended Hiring Sources



“The key for us, number one, has always been hiring very smart people.”  
- Bill Gates

## The Role of Hub's Transparent RPO

Hub's Transparent RPO allows any company, regardless of stage and size, to have an internal recruiting function that can quickly mirror the demands of an ever-changing business and marketplace. Traditionally, recruiting has been considered a fixed asset even though the problems that it is required to solve fluctuate significantly during a company's growth. Hence, recruiting is a notoriously difficult team to keep at optimal effectiveness when the problem it is tasked with solving often changes based on unforeseen events. For example, consider increases in business demand from unexpected new deals or uncontrollable declines in the business environment.

The world's largest technology companies have enough recruiters on staff and a healthy enough balance sheet to easily move recruiters around internally from initiative to initiative as the demand fluctuates, thus adjusting their recruiting team's size, focus, effectiveness and productivity. Sadly, this solution is not fiscally viable for most businesses. Hub empowers **every company**, regardless of size and scale, to rapidly and effectively adjust its recruiting team's size, focus, effectiveness and productivity. Costs are efficiently controlled by paying on an hourly basis rather than per-hire.

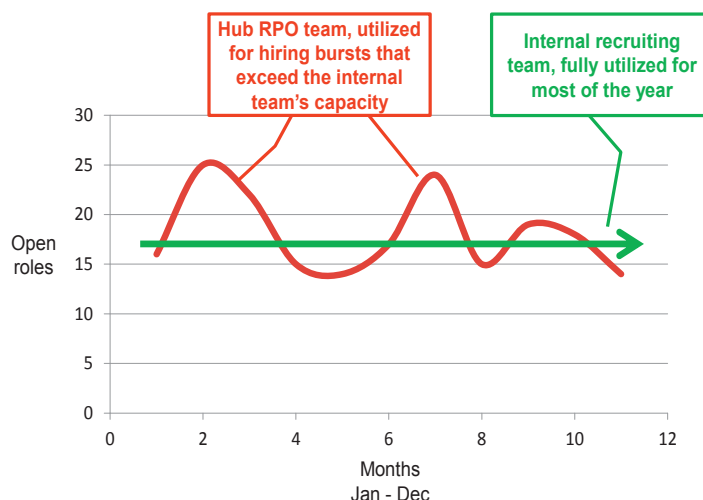


"I fear not the man who has practiced 10,000 kicks once, but I fear the man who has practiced one kick 10,000 times."

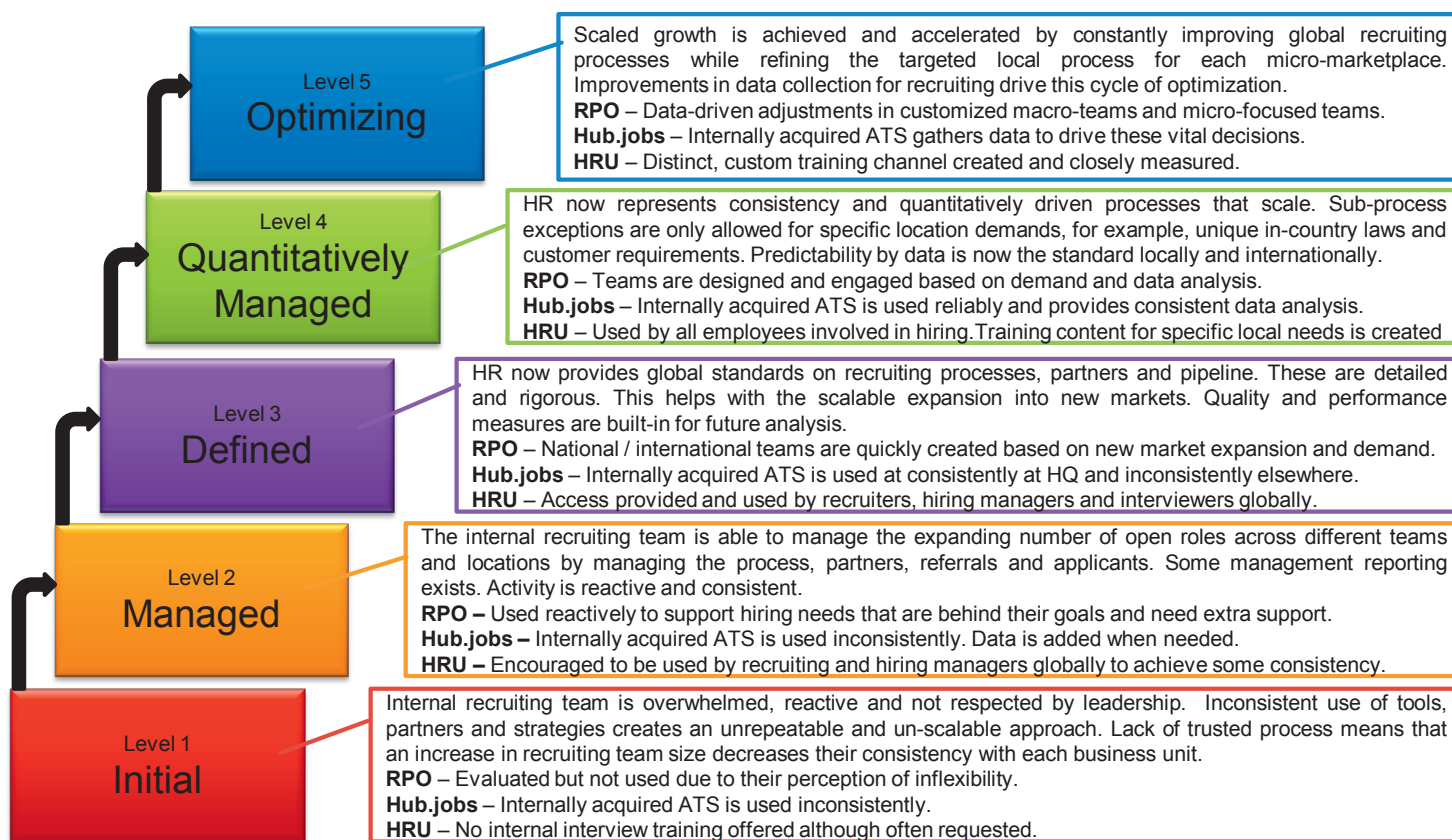
- Bruce Lee

## The Right Balance of Internal Teams and Hub RPO

This example shows a scaling stage company that has built a three-person recruiting team to handle 16-17 open roles throughout the year across every function. Q1 and Q3 had hiring bursts across engineering and sales respectively. Hiring one to two additional permanent employees would under-utilize the whole team through the year, so adding a small Hub RPO team for Q1 (engineering focus) and Q3 (sales focus) is a lower cost, higher value and more productive solution.



## Characteristics of Talent Acquisition Development for a Scaling Stage, Pre-IPO Company







# Growing Public Company

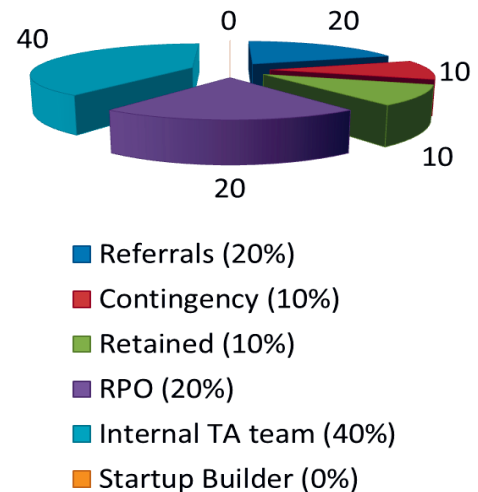
Hiring for growing public companies is essentially an exercise in load balancing the challenge of recruiting at a national and international scale. As the size of the recruiting team continues to expand to meet the demands of expanding clients (aka hiring managers), the demands placed on the recruiting team expand in multiple directions simultaneously. These multi-directional stresses typically include these ten:

1. Executive level searches
2. Similar roles across different countries
3. Recruiters tasked with developing their own sub-specialties, including function, level, country, etc.
4. A broader, insightful corporate knowledge required to re-route candidates to a different role that is a better fit.
5. A significant number of incoming candidate applications handled at global scale.
6. Rigorous response to any compliance audit.
7. Implementation of repeatable global processes that remain reliable and consistent regardless of individual staff turnover.
8. Compensation analysis, especially at the leadership level.
9. Training
10. Talent acquisition intake via M&A.

## Compensation Changes

Compensation for employees of public companies is different from the previous four stages due to the awarding of RSU (restricted stock units). RSUs are usually more valuable than stock options because they do not have a strike price and therefore have better downside protection. The awarding of RSUs is at the discretion of the company, rather like stock options, and can become a significant portion of overall annual income after the vesting period has been reached. RSUs are effectively used as a method of employee retention due to the three or four year vesting periods.

Recommended Hiring Sources



“He who rejects change is the architect of decay.”  
- Harold Wilson

## Why Companies Fail with Recruiting

Recruiting is no longer a mysterious black box that can only be mastered by a handful of elite companies. The emergence of flexible recruiting, LinkedIn, online tools, contact information finders and real-time sharing platforms allows any progressive organization to successfully build and own their talent acquisition strategy. So why do some companies fail? Here are the top five reasons:

1. Lack of **leadership** from the C-level.
2. Philosophy of, “**Why change** what I’ve done for years?”
3. **Short-term thinking**. Too busy building & selling today to focus on building recruiting for tomorrow.
4. **Early company success** covers up the lack of any long-term planning or process strategy.
5. Not viewing their own people as their **#1 asset**.



## Recruiting for a Growing Public Company

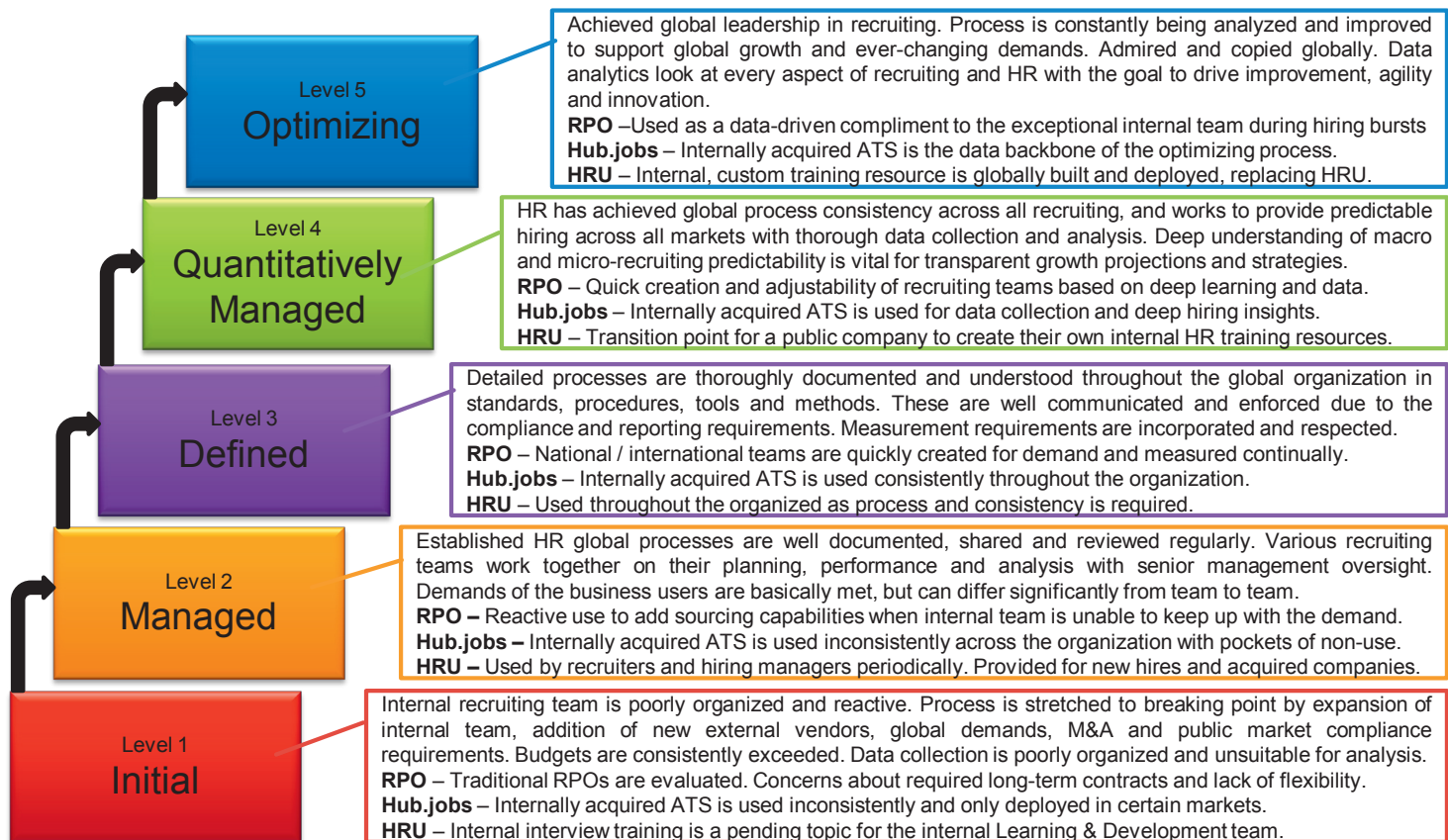
The transition from a private company to a public company impacts every aspect of the business, especially HR. As HR adapts to the new requirements including Sarbanes-Oxley, corporate disclosure, compliance, compensation reporting, changes in the mix of employee pay, etc., the recruiting team must also adapt. The internal recruiting team now owns about 40% of all hires, by far the biggest single source of new hires. A Hub T-RPO team contributes 20% of hires respectively during bursts in hiring across every function, and referrals settle in around 20%. The 40% contributed by the internal recruiting team now involves new nuances for a public company. This means a slower pace in inter-

viewing and hiring, a higher requirement of interview and offer process documentation, and a greater focus on scale and repeatability rather than deep connections with each candidate. More importantly, deeper knowledge of the wider company strategy, where new growth will come from, new centers of influence and emerging internal opportunities for career advancement becomes critical. Being a public company is a double edged sword. Public markets give access to capital for growth, but all quarterly earnings must now be filed publically so any candidate can review them and recruiters must be aware of the potential impact of all reported public data .

*"If you can't describe what you are doing as a process, you don't know what you are doing." W.*

*—Edwards Deming*

## Characteristics of Talent Acquisition Development for a Growing Public Company



See page 26 for the five CMMI process maturity levels.



Notes





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# Thought Leadership in Talent Acquisition

LEADERS SHARE THEIR VIEWS

"The integration of a well-designed and efficient interview process has been essential to Criteo's global growth. This includes every aspect from candidate selection, interviewer selection, question selection, interview feedback and hiring decision. The process also needs to adapt and evolve as the business grows and expands. The process cannot be designed, scaled and then taken for granted because the business size and demands do not remain the same."

- Erik Juhl, Vice President of Global Talent Acquisition, Criteo



"Financial resources may be the lifeblood of the company, but 'Human Resources' are the brains. "

- Rob Silzer & Ben Dowell

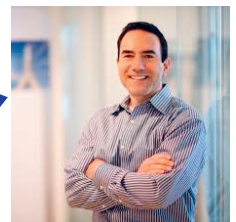


"When I joined dataxu, I partnered with Hub to effectively and dynamically cater to dataxu's super growth mode. I had no team in place and had to quickly build my people strategy organization, first focusing on the talent acquisition segment, to deliver quality hires who could help scale and grow the dataxu strategy. I give Hub the credit for enabling me to get off the ground quickly to add the value dataxu needed in talent acquisition by hiring top talent in the a number of markets; Boston, NY, Chicago, SF, and LA."

- Tiffany Mosher, Chief People Officer, DataXu

"Companies are often taking greater responsibility for their own sourcing and hiring. But with this new responsibility comes the need to carefully review their capabilities and successes with data, and adjust frequently as their needs change based on the scale of hiring and stage of growth. The depth of analysis and focus that has been applied to other functional areas within a company should also be applied to recruitment, especially as the business hits stages of rapid growth."

- Greg Dracon, Partner, .406 Ventures





"I simply cannot say enough about Hub Recruiting and the great talent acquisition strategy that they have put in place. Their integrated solution of providing recruitment, ATS, and training rolled into one hourly price effectively enables me to implement the perfect amount of resource at the exact time of need. Stellar service coupled with a stellar model."

- Thomas Aurelio, Chief HR Officer, Endurance International Group

"Scaling a company requires different approaches and skills as you adapt to your evolving business needs. That same mindset and diligence are just as critical for the growth in talent. Agility and adaptability are vital as you apply appropriate data to guide your decisions, tools that allow you to better execute, and the diversity of mindset to allow you to thrive. Understanding and embracing the need to morph and edit your approach to recruiting as your business accelerates from early stage and your first few people through multiple rounds of funding is a key factor to success."

- Christina Luconi, Chief People Officer, Rapid7



"Human resources isn't a thing we do. It's the thing that runs our business."

- Steve Wynn



"Without data, people will be lost. Without people, data will be useless. Pragmatically using data to drive your people strategy is now table stakes and key to thriving in a world with lots of noise and little signal."

- Arthur Matuszewski, Head of Strategic Talent Sourcing, Wayfair



## The Hub Way

What are the secrets behind Hub's continued success? We get that question a lot. The answer is really a unique combination of four factors -

### Focus.

Hub is designed to be the best partner for flexible hiring for any company at any size.

### Culture.

Hub believes deeply in a flat organizational structure and exceptionally diverse culture which incubates and welcomes incredible ideas from anywhere.

### Innovation.

Hub does not aspire to be the biggest RPO because size is not the most important factor in hiring success for 90% of companies. However, Hub will always be *the most innovative RPO* because of its continued investments in Hub.jobs, HRU and new, complimentary services.

### We Practice What We Preach.

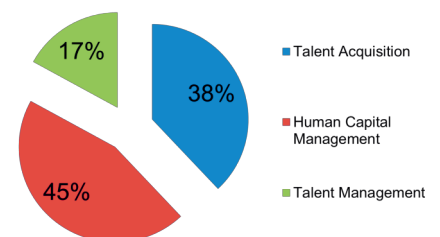
Hub hires carefully, invests in having the right technology for our teams, and provides training (the 3 T's).

## HR Technology for 2019 +

Venture investing in the HR sector during 2016, 2017 and 2018 reached it's highest levels ever (around \$3B). If you want to "follow the money," then HR systems, technology and innovation are the places to watch carefully over the next five years. Three areas of special interest are: TA (Talent Acquisition), HCM (Human Capital Management) and TM (Talent Management).

Why has the venture community invested so heavily in these three core HR areas ? The reasons lie in the remarkable change in candidate accessibility through the meteoric growth of LinkedIn. As the walls of candidate accessibility were dismantled, the responsibility for candidate sourcing shifted from outside agencies to internal corporate recruiting teams for all companies at any stage of growth. It is a heavy responsibility, and one

that many HR leaders are excited to carry. With the right tools provided by these funded new technology companies, HR is well positioned to become one of, if not, the most influential and impactful function in any company's successful growth trajectory.





## Hub vs. Traditional RPO

What is different about Hub from the larger, more traditional RPOs ? The list is long, but here are the Top 10.

- |  |  |
|--|--|
| 1. <b>Size</b>                         | <i>Can quickly deploy teams from 1—6 recruiters</i>                |
| 2. <b>Look like us, feel like us</b>   | <i>Hub looks, feels and acts like most of our tech clients</i>     |
| 3. <b>No long term contracts</b>       | <i>Getting started couldn't be easier</i>                          |
| 4. <b>Adjust the team in real-time</b> | <i>Customize the team size and structure at anytime</i>            |
| 5. <b>Turn off and on easily</b>       | <i>Hiring changes and so can Hub</i>                               |
| 6. <b>Free integrated technology</b>   | <i>Hub.jobs</i>  |
| 7. <b>Free training for everyone</b>   | <i>Hub Recruiting University (HRU)</i>                             |
| 8. <b>A dedication to innovation</b>   | <i>A commitment to constantly finding new and better solutions</i> |
| 9. <b>Flexibility always</b>           | <i>Able to modify the team and approach quickly</i>                |
| 10. <b>Customer focused</b>            | <i>A healthy obsession with our customer's hiring</i>              |

One of our clients with a military background recognizes that while a traditional RPO can be rather like a large, regular army troop deployment, Hub is closer to the Special Forces. Some tasks are ideal for traditional troops with larger deployments and traditional methods. Some tasks require a smaller, more nimble solution of special operators who can precisely solve a critical problem that is constantly changing and may require precise targeting, new methods, new gear, a quick integration with existing local forces and fluid, differentiated and unorthodox thinking. We consider this comparison to be an incredible compliment. And rather humbling, too.

## Learn More

# HubRecruiting.com

Read the Hub blog at  
[HubRecruiting.com/blog](http://HubRecruiting.com/blog)

Download this booklet at  
[Amazon.com/kindle](http://Amazon.com/kindle)

Schedule a conversation at  
[HubRecruiting.com/contact-us](http://HubRecruiting.com/contact-us)

## Come and visit us!

**175 Great Road, Bedford, MA. 01730 USA**



## Full Stack RPO—Why Integration Matters

Hub's Full Stack RPO is the seamless integration of Hub's recruiters (**talent**), Hub.jobs (**technology**) and HRU (**training**). The "three T's" of talent, technology and training are not traditionally found together until stage 5 (growing public companies). Hub, however, is convinced that the three T's of recruiting are indispensable at all five stages of growth, and actually will have the most profound effect when implemented in the first four stages where they are usually seen the least.

Consider the benefits of integration:

A Hub recruiter contacts and interviews a great candidate based on the Hub 5 step interview technique, learned on HRU. The hiring manager reviews the candidate on the Hub.jobs mobile app on her commute home. She immediately schedules the first round interview within Hub.jobs using availability sync'ing and selects the best interview questions from the Hub.jobs Question Library.

The first round interview is completed by the hiring manager's key team using the Hub 5-step interview technique learned on HRU. The candidate is impressed by the speed of response and interview consistency. They recognize that, "This company has their act together." With this confidence, the candidate commits to continuing the interview process.

Meanwhile, the interviewer puts his qualitative and quantitative post-interview feedback into the Hub.jobs mobile app while

waiting for his train. He includes a quick recorded audio note about a concern to dig into on the next interview round. This feedback is instantly reviewed by the hiring manager, including the quick audio recorded note. Based on the feedback and concern, the hiring manager custom selects the team for the second onsite round of interviews, schedules the onsite, and even custom creates some interview questions for one of the interviewers.

The half-day onsite interviews go well. Each interviewer approaches the interview using the Hub 5 step interview technique with a specific sub-topic to dive deeply into. Because one interviewer does not have years of interviewing experience, he watches two quick training videos on HRU about interviewing and this specific role. Targeted questions are asked and concerns addressed directly.

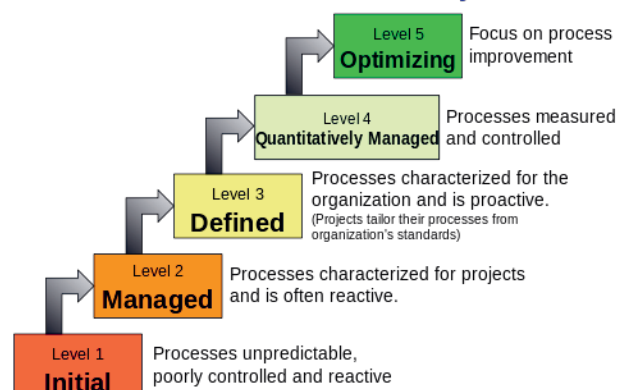
All interview feedback is quickly added into Hub.jobs, including quantitative feedback (scoring) and qualitative feedback (comments, insights and audios). The candidate is impressed with the speed of the interview process and the consistent interview structure that has allowed the interviewers to go deep into different topics. All interview data is captured in Hub.jobs and the Hub recruiter runs the entire process including onboarding. An offer is made and, after some polite negotiation, accepted.

Result: Win. Win.

## Stages of Process Improvement

Hub has used the Capability Maturity Model Integration (CMMI) framework for this study. CMMI is a process level improvement training and appraisal program, developed at Carnegie Mellon University. It defines the following levels of process maturity: Initial, Managed, Defined, Quantitatively Managed, and Optimizing. Each maturity level provides a layer in the foundation for continuous process improvement.

### Characteristics of the Maturity Levels





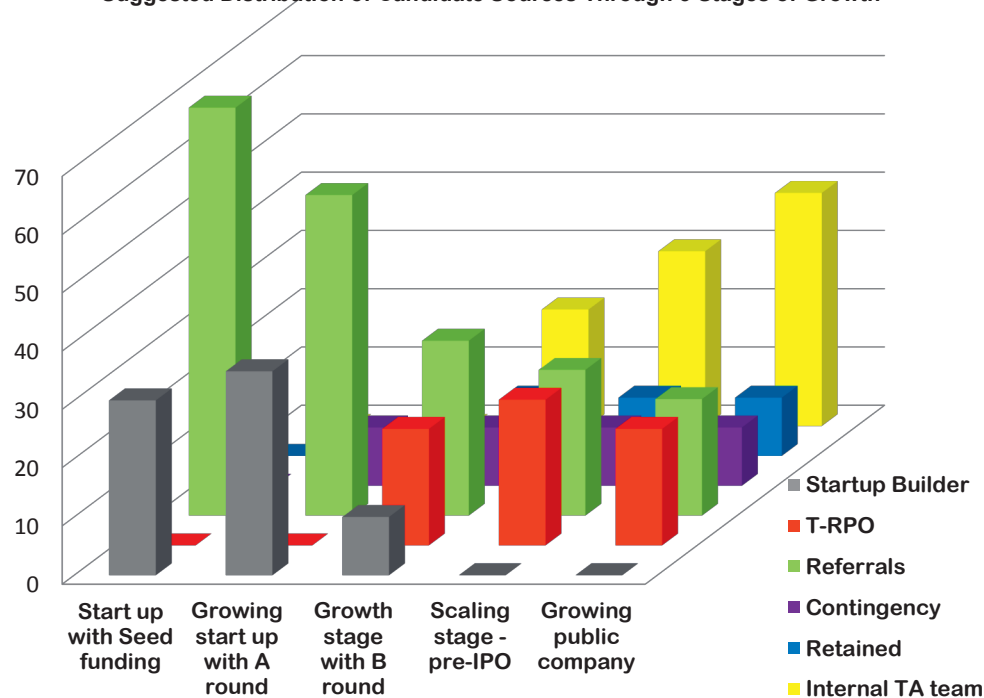
## Transitioning from Stage to Stage

Navigating your way to recruiting greatness includes both the improvement of processes, techniques and strategies within your stage of company as well as the smooth transition from one stage of company to the next stage. Remember that these leaps from stage-to-stage are usually preceded by a funding event, which triggers these Top HR transition to-dos which are:

1. **Publicity** - Include the funding details in all candidate sourcing communications, interviews, offer pitches, career site content, etc.
2. Make sure that all employee contracts, N.D.A.s, etc. are signed and in order for any funding event due diligence.
3. Document the capitalization table and update all stock owners accordingly.
4. Review and update compensation plans to remain competitive, including base salary, annual bonus and equity structures.
5. Review and upgrade employee benefits and perks.
6. Thank those who helped you win that funding event
7. Plan for the next stage of hiring including a strategy for 3 primary types of roles:
  - Short-term burst of hiring for repeatable roles (Hub RPO)
  - Increased, planned hiring from quarter to quarter for repeatable roles (internal team)
  - One off, non-repeatable roles (consider an outside, fee-per-hire agency)

## Stages of Company Growth and How each Recruiting Strategy Shifts from Stage to Stage.

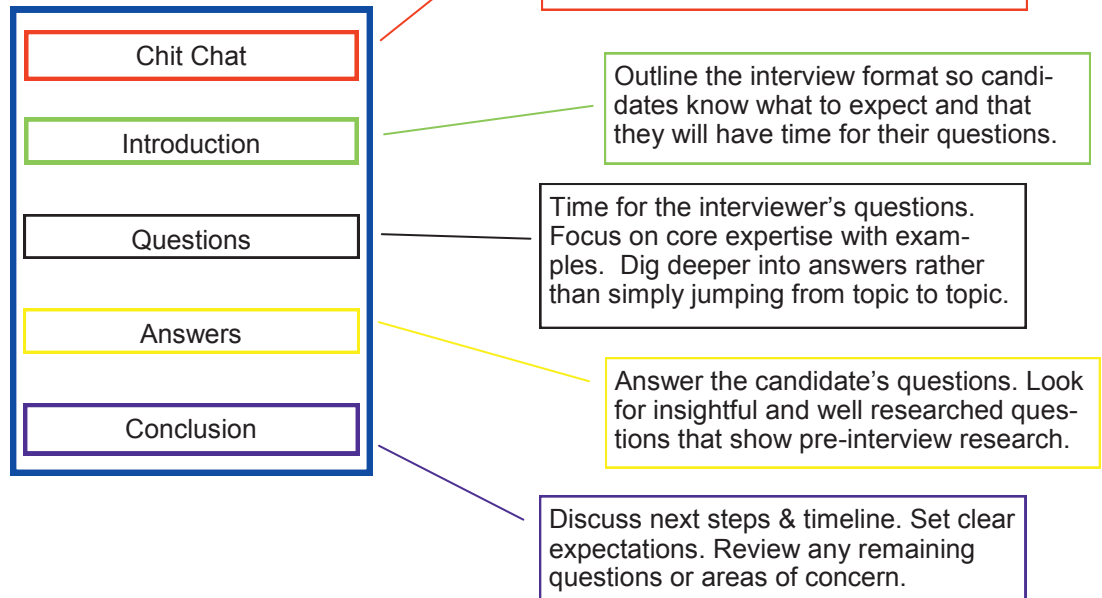
Suggested Distribution of Candidate Sources Through 5 Stages of Growth







## Hub's 5 Step Interview Template



## Consistent Interview Technique

One of the lowest cost, lowest effort, and highest impact objectives in scalable and repeatable recruitment is a **consistent interview technique**. When communicated effectively and re-enforced occasionally, a consistent interview structure and technique can have dramatic impact on the effectiveness of interviewing in addition to positive candidate experience. A five-step interview technique, repeated throughout the various rounds of interviews, will allow for these six benefits:

- **Candidates can build trust with each interviewer.**
- **Interviewers and candidates share the opportunity to learn.**
- **Interviewers can develop a subspecialty in the four areas of hiring criteria.**
- **Interview preparation and feedback is consistent and reliable across all recruiters, interviewers, and hiring managers.**
- **Interviewers do not repeat the same questions.**
- **Consistency and professionalism reflects positively on the hiring company.**





## JOIN THE CONVERSATION

Send us your feedback so we can discuss your perspectives, learn from your experiences, and continue to provide the best possible solution in the RPO marketplace.

Email us on  
[TheHubWay@HubRecruiting.com](mailto:TheHubWay@HubRecruiting.com)

