

Navigate Rapid Growth with LeverTRM



Introduction

If you're like most successful companies around the world, your organization is poised for incredible growth in the year to come — but is your recruiting technology prepared to support you?

Whether your organization is preparing for its first growth spurt from 50 to 500 or evolving into an enterprise with 5,000 or more, Lever's talent relationship management (LeverTRM) platform scales with you.

In this eBook, we're focusing on the needs of organizations planning to scale up during a hyper growth phase, and how Lever helps companies put processes in place that facilitate the speed, agility, efficiency, and real-time insights necessary to move hiring mountains.

We've helped many companies successfully navigate the complexity and sophistication that comes with fast, targeted growth in industries like FinTech, Retail, Tech, and more. Lever customers are finding that the platform is foundational to scaling success and that Lever continues to grow with companies as they scale into bigger and more complex organizations.

In this eBook, we'll explore the four most common recruiting challenges that technology can slow down when scaling and how Lever helped three very different companies navigate them:



Consumer-facing online grocery company that **grew from 51 employees to 1500 over the course of 5 years**



Global leader in licensed sports merchandise that **grew from 5000 employees to 7000 over the course of 3 years**



Global B2B payments platform that **grew from 160 employees to 1000 between 2018 and 2021**

Customer Spotlight



San Francisco, California, USA	Jacksonville, Florida, USA	London, England, UK
Founded in 2015	Founded in 1995	Founded in 2012
Discount online grocery delivery service that's raised more than \$119 million and served more than 400,000 customers	Global leader in licensed sports merchandise processing more than \$2 billion a year in e-commerce sales	Global B2B payments platform valued at \$15 billion
Began working with Lever with 51 employees and 1 recruiter	Began working with Lever with 5000 employees and 15 recruiters	Began working with Lever with 160 employees and 3 recruiters
Heading into 2021 with 1500 employees and 12 recruiters	Heading into 2021 with 7000 employees and 20 recruiters	Heading into 2021 with 1000 employees and 18 recruiters
<i>"Lever's capability of allowing us to develop specific questionnaires dependent upon the skills needed for a particular role has been extremely helpful in scaling our selection process for high-volume hiring campaigns."</i>  - Stephanie Peña, People Business Operations Manager at Imperfect Foods	<i>"If it happens in recruiting, we track it in Lever. We live in Lever, and we use it very intentionally for all recruiting activities. This has helped make sure that internally we can all stay on the same page, and externally we can stay in constant communication with the candidates we want to get in front of."</i>  - Haley McCown, Director of Recruiting at Fanatics	<i>"As we grow, Lever's ability to automatically collect and organize data has been extremely useful in helping me understand our overall candidate experience."</i>  - Olivier Martin, People Acquisition Manager at Checkout.com

**Lever is built with the future in mind,
helping organizations...**

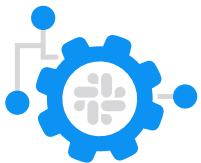
- ✓ *Avoid the headache of moving all of your data during a growth spurt*
- ✓ *Seamlessly adapt recruiting operations to match hiring needs at scale*
- ✓ *Optimize productivity across departments, even as departments grow in size*

A remote-first hiring landscape requires remote-first technology

Now that the majority of candidate relationship development, hiring, and onboarding processes take place in a remote-first setting for many organizations, it's time to re-evaluate the technology being used to facilitate the process.

Lever was designed entirely for organizations that operate remotely or on distributed teams right from the start, allowing teams in rapid growth mode to use built-in cloud-based communications and workflows that facilitate team collaboration and efficiency instead of technology that's retro-fitted for a remote environment.

Key features to improve collaboration across distributed teams



Slack Integration

Engage your entire team in the hiring process with Lever's seamless Slack integration.



Templatized Hiring Kits

Structure interviews with robust and customizable interview kits, ensuring you collect all the information you need to make confident and unbiased hiring decisions.



Streamlined Feedback

Easily gather and score of candidates, giving stakeholders more visibility throughout the hiring process.



DEI Incorporated Into Workflows

Mitigate bias in the hiring process and put diversity, equity, and inclusion (DEI) efforts right into the workflow with better visibility into the talent pipeline across various roles and a built-in, customizable diversity survey.

Overcoming four common rapid-growth recruiting challenges with Lever:

- 1 Streamlining and personalizing candidate communication →
- 2 Key metrics lost in the weeds →
- 3 Too much complexity to create a predictable hiring model →
- 4 Too many moving parts to make real progress with DEI →

Streamlining and personalizing candidate communication

The first and most common problem organizations face when scaling recruiting and hiring is that communication becomes harder to organize and personalize. More candidates, more recruiters, more internal stakeholders, and more messages leads to lines of communication that expand, overlap, and become confusing — unless they're organized into careful, accessible workflows.

Within the Lever platform, recruiters gain full visibility into where candidates are in the pipeline at any given time, and they can quickly and easily customize messages based on automated triggers within that pipeline. All of these processes are accessible to anyone with permission in the hiring process, making it easier than ever to collaborate with hiring managers across the organization without slowing down the hiring process. This streamlined, controlled approach to candidate communication enables higher levels of personalization at scale and directly reduces candidate dropoff.

Lever customers in rapid growth mode report:

- ✓ *Better internal coordination of information*
- ✓ *An easier time staying in touch with preferred candidates*
- ✓ *Lower candidate drop-off rates*

What Imperfect Foods and Fanatics had to say about seamless collaboration when scaling:

“Lever’s capability of allowing us to develop specific questionnaires dependent upon the skills needed for a particular role has been extremely helpful in the selection process. Not only can we ask the right prescreen questions, but route candidates to the correct stage of the process as a result.”

- Stephanie Peña, People Business Operations Manager at Imperfect Foods

“Lever’s Slack integration has really helped with keeping all of our recruiting activities in one place. Our hiring managers are used to Slack, and it’s super helpful to get interview information there, be able to provide feedback there, and more. The beauty is Slack conversations can then appear and all be tracked within Lever.”

- Haley McCown, Director of Recruiting at Fanatics



HALEY McCOWN

Director of
Recruiting

Fanatics

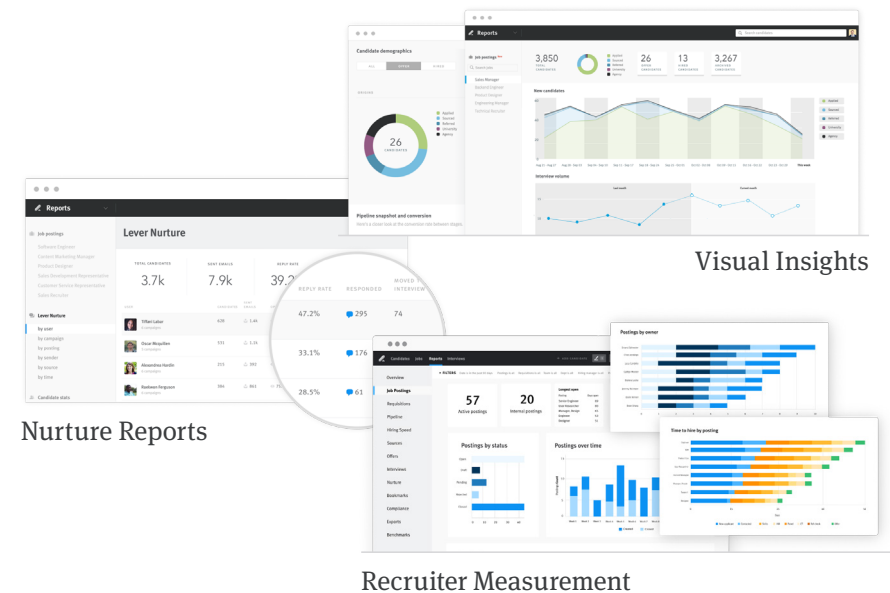
“We expect our recruiters to know their candidates. That’s how we create a real relationship so we know what candidates are looking for, how we can meet their needs, and bridge that with what the company is looking for. Recruiters have manageable workloads, autonomy and empowerment to make decisions and get their job done. There is no micromanagement — everyone is accountable, but they work as a team, step in and support one another, and take some time when they need it.”

Key metrics lost in the weeds

The flurry of activity that accompanies a growth spurt in the recruiting team or the number of available positions can catch some organizations by surprise. In the rush to find and vet candidates and meet hiring deadlines, the process of tracking and reporting on key metrics can suffer — or be lost entirely. Without strong data, you can't make insightful decisions or identify important roadblocks to remove in order to improve efficiency.

As an organization grows, collecting data about the recruiting and hiring process becomes a foundational part of measuring the productivity and efficiency of the recruiting team. It's also critical that the information be captured and organized in one place and accessible through easy-to-use reporting features. By enabling recruiting teams to easily spot key metrics, Lever allows organizations to quickly identify which nurture techniques work best, spotcheck high-performing recruiters for workload and risk of burnout, and report on all of these metrics to upper management with the click of a button.

Lever features make it easier to monitor key metrics:



What Imperfect Foods and Fanatics had to say about monitoring key metrics on the Lever platform:

“As a data-driven company, we love Lever’s Visual Insights feature. It allows us to take a holistic view of our recruiting process while improving it and meeting our service level agreements.”

- Stephanie Peña, People Business Operations Manager at Imperfect Foods

“It’s important to us that we’re able to keep our drop off rates very low. Our application does not take more than 2 minutes to complete, but it still gathers the general information we need to be able to reach out.”

- Haley McCown, Director of Recruiting at Fanatics



OLIVER MARTIN

People Acquisition
Manager

[Checkout.com](https://checkout.com)

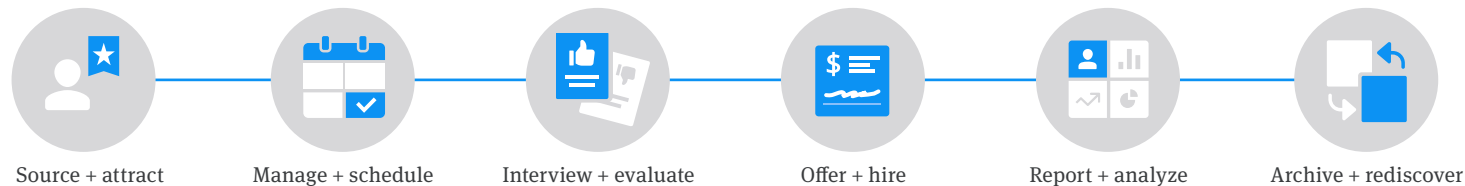
“*The team is loving the Lever platform. It’s simple to use and easy to understand, and the data is high-quality — that’s all that you can ask for! Lever’s allowed us to have a best practice of cleaner data and better dashboards for the whole recruiting team. Especially when working with and presenting to senior stakeholders, having access to the raw data and not just beautified data is critical for the way we operate.*”

Too much complexity to create a predictable hiring model

For all that recruiters operate on strategic projections, most understand there's a certain amount of unpredictability that goes into every plan. Then the COVID-19 pandemic came along and redefined what it means to operate within uncertainty.¹ Still, some organizations have flourished in our new remote-first environment. And it comes down to controlling what you can control in the face of uncertainty.

For hiring professionals at Imperfect Foods, that meant using Lever to create a predictable, repeatable hiring model that allows the organization to move candidates through the hiring process faster. As a result, the team was able to expedite the hiring process of both hourly associates and headquarters talent and scale fast enough to meet demand through COVID-19.

Lever's complete recruiting solution for companies in growth mode:



What Fanatics and Checkout.com had to say about creating predictable hiring models with the Lever platform:

“No matter what recruiter, hiring manager or team a candidate is working with, we want to make sure the same experience is set across the board. Lever helped us create consistency, training and partnership in our recruiting and hiring so that we can collaborate a lot and kick off each search with an overview of expectations for everyone involved.”

- Haley McCown, Director of Recruiting at Fanatics

“Every time someone hires a candidate, it triggers automations to collect all of the useful hiring data from the hiring manager. We can then evaluate all of the data we're collecting on the quality of our hires, which is extremely useful in allowing me to understand our overall candidate experience — which is a 94% satisfaction level for all hired candidates.”

- Olivier Martin, People Acquisition Manager at Checkout.com

1. Source: Financial Management, [“Making strategic planning relevant in an uncertain world”](#)



STEPHANIE PEÑA

People Business
Operations Manager

Imperfect Foods

“As a distribution company, we hire hourly associates in positions like drivers and warehouse associates for our fulfillment centers at high volume, performing group interviews along with a tour of our facility so our candidates can see what a day in the life of an Imperfectionist is really like.

For HQ roles, our hiring tactics are different. Our recruiters conduct intake meetings before any candidate is reached out to ensure that the recruiter has a full understanding of the role and the hiring manager's expectations. Tweaks are made to our recruiting process as necessary for the situation while ensuring a stellar candidate experience.

Lever's capability of developing specific questionnaires dependent upon the skills needed for a particular role has been extremely helpful in the selection process for both types of candidates.”

Too many moving parts to make real progress with DEI

Diversity, equity, and inclusion (DEI) have taken a rightful place of prominence in recruiting and hiring trends in the past few years, with Deloitte reporting that **DEI is a personal strategic priority for 96% of CEOs.**² With all eyes on efforts to find, support, and hire talented underrepresented candidates, many talent professionals are feeling overwhelmed by the need to update and upgrade the hiring process while also preparing for a higher volume of candidates as they scale.

Making real progress with DEI is a big goal to take on. But with Lever, recruiters can weave DEI milestones and initiatives right into the hiring process, whether you're taking the first leap from a small staff to a staff of 50, or following the footsteps of Atlassian to triple your organization's size while maintaining, or growing, your representation of minorities.³

50% of talent pros say diversity, equity, and inclusion is more of a priority than ever.⁴

2. Source: Deloitte, "[Insights on CEO priorities and predictions: Fortune/Deloitte CEO Survey on how CEOs are leading through the pandemic](#)"; 3. Source: First Round, "[Eight Ways to Make Your D&I Efforts Less Talk and More Walk](#)"; 4. Source: Lever, "[The 2020 State of Recruiting Report](#)"

What Fanatics, Imperfect Foods, and Checkout.com had to say about prioritizing DEI on the Lever platform:

“Using Lever, we’ve started really tracking how we are doing for the first time. We report weekly to our recruiting team on our entire posting metrics so we can understand where we are doing well and where we aren’t. We then report quarterly to company leadership.

We are adding new partnerships with schools and organizations to help us meet our goals, and we are internally creating more networks and opportunities for underrepresented employees.”

- Haley McCown, Director of Recruiting at Fanatics

“Lever’s DEI survey will be instrumental as we continue to adopt DEI best practices in our recruiting process and across the organization.

Currently we are working on adopting inclusive interviewing and training our hiring managers on the importance. In addition, we have invested in other technologies to ensure our job descriptions are neutral and inviting to all demographics.”

- Stephanie Peña, People Business Operations Manager at Imperfect Foods

“We have big plans to prioritize DEI in the coming year, and we’ll be able to leverage the Lever platform to collaborate on our DEI mission with other departments, like the Culture team.”

- Olivier Martin, People Acquisition Manager at Checkout.com

You need a robust system to manage complexity at scale

As an organization grows, the number of average open positions at any one time grows, as well. Lever data shows that startups need an average of 86 candidates to get 15 screens, 4.7 onsite interviews, 1.5 offers, and 1 hire, which means growing organizations must be able to process interactions with tens of thousands of candidates each year.⁵

When you use one TRM platform throughout the scaling process, you retain valuable recruiting data about your candidate pool. When a new position opens up, you can rediscover the right talent for the role from within your existing data. As we navigate a year of uncertainty, the goal of keeping a solid database of quality candidates and notes on each has never been more important.

Company Size	Average number of open positions
11-50	27
51-200	27
201-1000	66
1001+	235

Average number of open positions by company size based on analysis of 3000+ Lever customers, November 2020



5. Source: Lever, [“New Report Reveals Essential Recruiting Benchmarks for Startups and SMBs”](#)

Move hiring mountains with Lever

For all that unique challenges come up in the process of scaling an organization, at the end of the day, it's simply a hard thing to do. People add complexity, and so does the process of adding those people. Companies that scale successfully don't have secret powers or insider information, they just prioritize creating adaptable processes and using scalable technology.

High-performance, high-growth companies like yours are destined to achieve their full potential — but only if you can remove or overcome the common roadblocks to growth in recruiting and hiring outlined here. A remote-first, flexible TRM platform like Lever offers everything you need to build and nurture a mature talent pipeline, no matter what stage of growth you're in today. If you're ready to position your recruiting team for success in the next stage, reach out today to hear how Lever can help.



About Lever

Lever's mission is to help the world hire with more predictability. Lever is transforming the way companies hire through an approach that allows talent leaders to attract candidates like a marketing leader, forecast like a sales leader, and have the insights of a finance leader.

For more information, visit lever.co



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Lever



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