

Recruitment is **NOT** just an HR process

How to start building shared ownership

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“Houston, we have a "recruitment" problem”

Vacancies. Turnover. Time-to-fill. Thousands of hires.

And naturally, everyone looks at HR and asks:

What are you going to do about it?

**BUT WHAT IF THIS IS A
WRONG QUESTION?**



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Ugly Truth: HR cannot solve all workforce problem



RECRUITMENT RISK = BUSINESS RISK

NO PEOPLE

Vacancies stay open



NO SERVICE

Contracts at risk



NO REVENUE

Business impact

The traditional contract between HR and Business



**WHO ACTUALLY
OWNS THE VACANCY?**



The idea sounds simple, but the change isn't



LET'S MAKE
RECRUITMENT
A SHARED
RESPONSIBILITY



„Recruitment is HR's job!”



„I don't have time for this!”



„Just send more candidates!”



„Why shall I recruit?”



„Do it as we always do!”



„Shall I do it instead of you?”



Shared responsibility $\neq$ moving HR work to Operation



NOT „HR vs BUSINESS”. A NEW OPERATING CONTRACT!

HR OWNS THE SYSTEM

- Hiring strategy
- Channels & tools
- Recruitment expertise
- Data & standards
- Candidate experience

WE CO-OWN THE OUTCOME

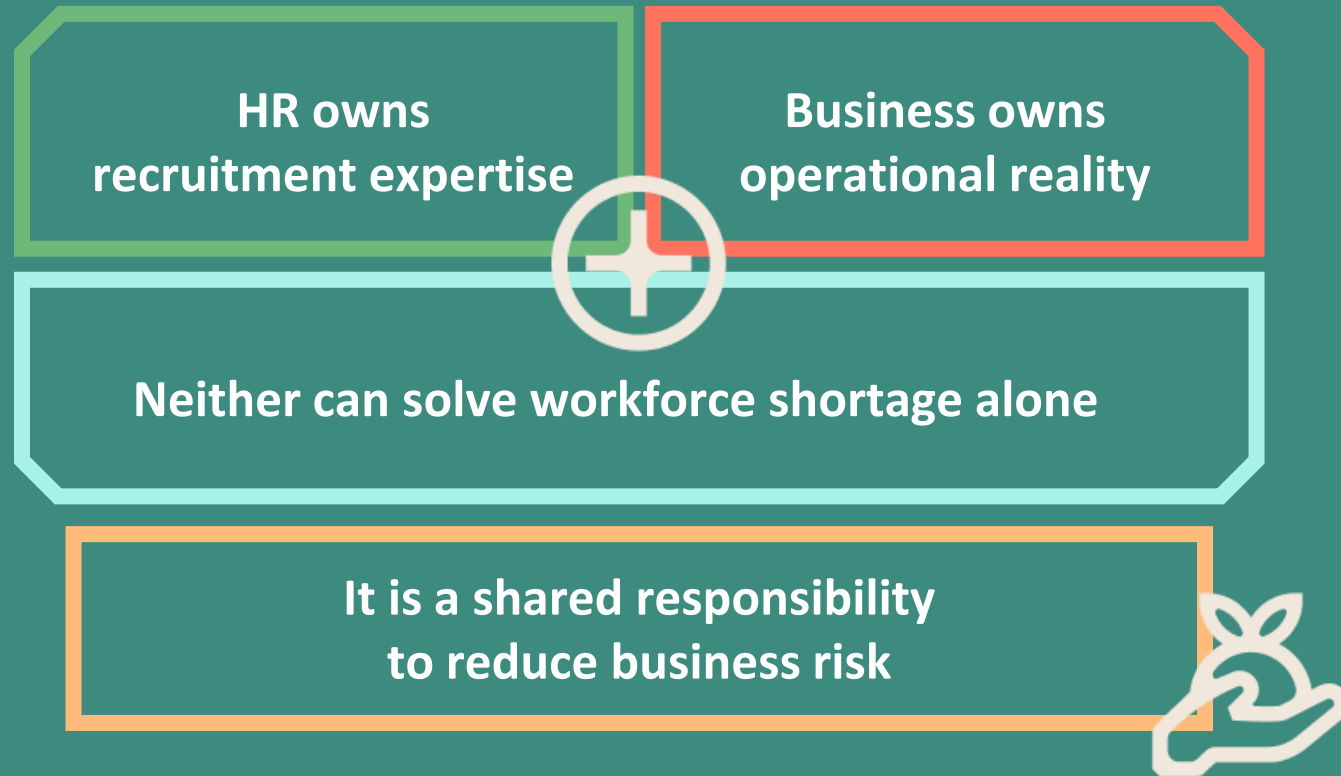
- Workforce priorities
- Speed of decision
- Candidate conversation
- Quality of hire
- Learning from data



BUSINESS OWNS THE NEED

- Workforce planning
- Local networks
- Candidate engagement
- Selection decision
- Onboarding reality
- Cost of the recruitment

Who owns recruitment?



**RECRUITMENT
IS **NOT** AN
HR PROCESS**



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**But how shall
I start this process?**

MISSION CONTROL

Don't start with processes. Start with behaviour.



01 REBUILD THE DISCUSSION

From: „What did HR do?”

To: „What are we doing?”

02 MAKE PARTICIPATION EASY

Don't make managers recruiters

Give them simple daily actions

03 CREATE VISIBILITY

Make reports useful tools

Vacancies, pipelines, speed,
bottlenecks – visible to both

04 USE SHARED LANGUAGE

Focus on the business impact

Connect to business reality

05 REINFORCE THE BEHAVIOUR

Recognize the behaviours that create the
results: fast feedback, referrals, realistic
planning, candidate engagement

And then it won't work. At first.



You are not redesigning the recruitment process.

**YOU ARE RENOGOTIATING
OWNERSHIP AND RESPONSIBILITY!**





What can a manager do tomorrow?



PLAN

Flag demand early, before it becomes a crisis

AMPLIFY

Use local network and referrals

DECIDE

Give fast feedback to accelerate the process

CONVERT

Sell the job, team and company

ONBOARD

Ensure hiring effort becomes retention

SHARE

Start defining the real workforce problem

LEARN

Understand the workforce market and reality

So we tried it again and then reality happened...



IT SOUNDS GOOD,
BUT NOBODY
WANTED **REAL**
CHANGE



UNTIL WE STARTED
TO SPEAK ABOUT
SHOCKING
NUMBERS

When the math doesn't work



16.000 employees
in Hungary



12.000 yearly
hiring need



75% turnover

14 recruiters | 150 hires on average per year
2.100 predicted hires yearly

Recruitment capacity $\neq$ recruitment TEAM capacity



We discovered something



72% of the yearly hires come
through **BUSINESS NETWORK**
and **REFERRALS**

We already had a recruitment
network, we just weren't
managing it as one!

And we kicked off some impact initiatives

**HIRING
MANAGER
TRAINING**

**BUSINESS
REVIEW**

**RECRUITMENT
AUDIT**

NEW ATS

**AI VOICE
AGENT**

**FILIPINO
RECRUITMENT**

**MATRIX
OPERATION**

**OFFLINE
EVENTS**



VOLUME

Workforce supply | 20



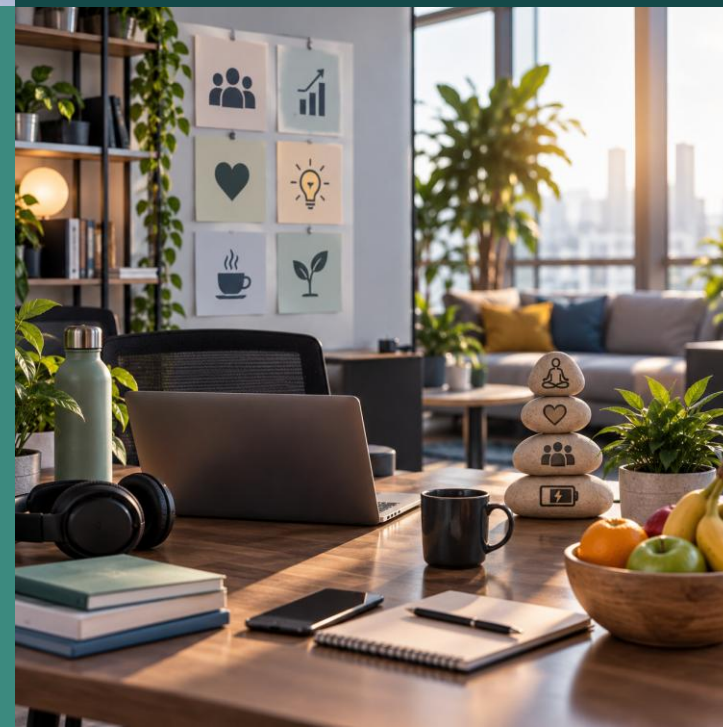
WELLBEING

Team wellbeing | 17



QUALITY

Third country | 10
Technology | 12
Consulting | 11



What we learned



”

TECHNOLOGY

doesn't create

PARTICIPATION



”

DASHBOARD

doesn't create

ACTION



”

PROCESS

doesn't create

OWNERSHIP

**„INSTEAD OF REDESIGNING THE RECRUITMENT,
WE’RE TRYING TO CHANGE ORGANIZATIONAL BEHAVIOR.”**





NASA

PEOPLE
MAKE
MISSIONS

“



Not because they are easy,
but because they are hard;
because that goal will serve to
organize and measure the best
of our energies and skills, because
that challenge is one that we are
willing to accept, one we are
unwilling to postpone, and one
we intend to win, and the others, too.

UNITY
ATION

GREAT PEOPLE
BRIGHTER MISSIONS

RECRUIT
LAUNCH
PEOPLE

A BRIGHTER
TOMORROW
TOGETHER



Thanks for your attention

...and follow me on LinkedIn!

