



**built in**

presents

# 40 Tips on Scaling Your Recruiting Process

ADVICE FROM 7 CEOS, FOUNDERS AND TALENT EXECS



# What's Inside

We asked seven CEOs, founders and talent execs to share the lessons learned from guiding their companies through four unique stages of growth — small, mid-sized, large and enterprise — and the result is 60+ pages of unfiltered advice and feedback that address the most pressing questions on scaling the recruiting process.

Read on to discover who we spoke with, what they had to say and how their experience can help you overcome some common high-growth recruiting challenges.

## Small Startups: Less Than 50 Employees

What to look for in your first hires	5
Hiring for cultural fit	9
Balancing quality and quantity	14

## Mid-Sized Companies: 51 - 200 Employees

Where to invest as you grow	18
Building out a recruiting team	23
Designing the perfect benefits package	26

## Large Companies: 201 - 500 Employees

Hiring the right leaders	30
Employee training and development	35
Decisions that paid off over time	38

## Enterprise Companies: 500+ Employees

Competing with high-profile startups	45
Retaining your employees	50
Protecting (and scaling) corporate culture	57

# Our Panel of Experts



**Amanda Lannert**

CEO of [Jellyvision](#)

Employees: 330+



**Hannah Fleishman**

Inbound Recruiting Program Mgr at [HubSpot](#)

Employees: 2,200+



**Tanya Jones**

Sr. Mgr, Recruiting at [HomeAdvisor](#)

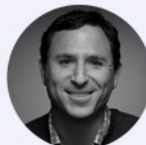
Employees: 1,100+



**Peter Moore**

VP, Talent Management at [Dollar Shave Club](#)

Employees: 250+



**Daniel Chait**

Co-Founder & CEO of [Greenhouse](#)

Employees: 210+



**Justyn Howard**

Founder & CEO of [Sprout Social](#)

Employees: 290+



**Greg Toroosian**

Sr. Recruiter at [Hyperloop One](#)

Employees: 240+



# Small Startups

LESS THAN 50 EMPLOYEES



Small Startups:

# What to look for in your first hires



# “Look for generalists over specialists.”

*Obviously there are some exceptions — if you need a lawyer, hire a lawyer — but typically speaking, seek out an aptitude for learning over specific knowledge.”*

- Daniel Chait, Greenhouse



# “You want people who can punch above their weight...

*...get things done and adapt when things change. We've had a lot of success giving early hires bigger and bigger roles and they still contribute at a high level today. You're not big enough at this stage to consistently attract seasoned veterans, and I think that's generally a good thing.”*

**- Justyn Howard, Sprout Social**

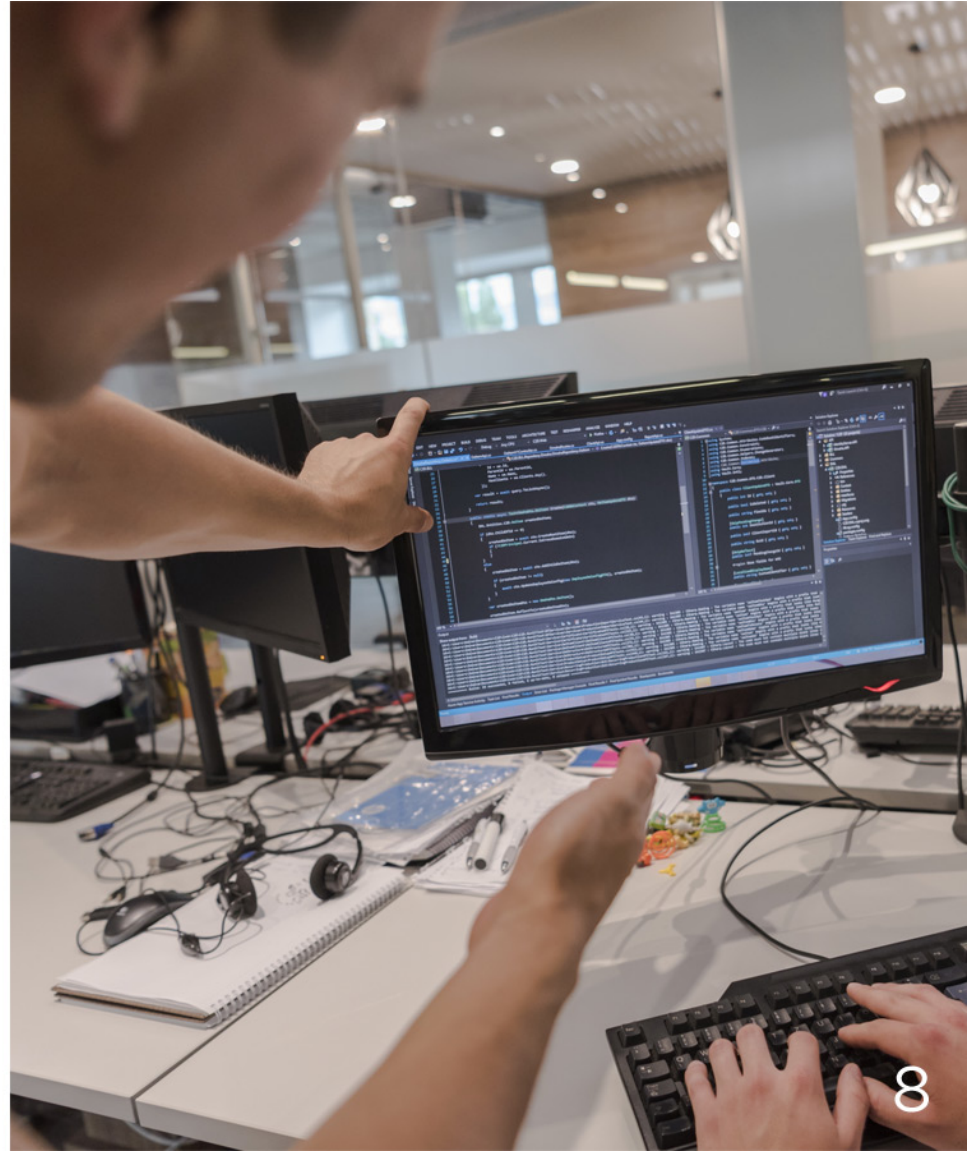




**“I’d look for candidates willing to pitch in everywhere.**

*I’d seek out candidates with a broad variety of competencies and skills. For example, if I were hiring developers I’d look for full-stack developers versus individuals with more specialized skillsets.”*

**- Tanya Jones, HomeAdvisor**





Small Startups:  
**Hiring for cultural  
fit**



**“You need to really,  
*really* like each other.**

*You spend so much time together and go through so much heartache, compatible personalities can help you run quickly and overcome challenges.”*

**- Amanda Lannert, Jellyvision**





**“Hire people who are motivated by building new things and the challenge of change.**

*This may change as you grow, but at a small startup there are no ‘numbers’ to hit.”*

**- Daniel Chait, Greenhouse**



**“During our first few years we were looking for raw talent, checked ego and energy.**

*The early days are all about momentum, and someone who doesn't have an additive energy is counterproductive.”*

**- Justyn Howard, Sprout Social**





# “In the early days, you need people with a scrappy attitude.

*People who can adapt to change and are comfortable working with little or no definition of scope and process - people who are multi-pronged.”*

**- Greg Toroosian, Hyperloop One**



Small Startups:  
**Balancing quality  
and quantity**





# “Quantity over quality is always the wrong strategy, regardless of your size.

*Hiring someone just because they have a pulse has always come back to bite us. You have to get really good at marketing your positions, because hiring for quantity is a zero-sum game.”*

- Amanda Lannert, Jellyvision



**“Just because you’re aiming for aggressive growth doesn’t mean you can jeopardize morale and culture...**

*...by making bad hires. Be clear with what you need and answer the why: Why do you think this is the right candidate? Why do you think they’ll succeed? Everyone has their own idea of what the ideal candidate will look like, so fully defining the needs and gaining alignment is crucial.”*

**- Greg Toroosian, Hyperloop One**







# Mid-Sized Companies

51 - 200 EMPLOYEES

Mid-Sized Companies:  
**Where to invest  
as you grow**



# “The first priority — and this is an absolute must — hire a recruiter!”

*The biggest struggle I see at companies as they start to grow is asking one person to handle all aspects of HR. There just isn't enough time in the day. Obviously, if you're a tech company, make sure this individual is a great tech recruiter.”*

**- Tanya Jones, HomeAdvisor**





# **“The best investment you can make is hiring really good managers.**

*Things always start to break around the 50 full-time employee count. Flat structures fail, things go off the tracks, and many companies make the mistake of taking their best individual contributors and making them managers. This doesn't make sense. You need people with experience building and leading teams.”*

**- Amanda Lannert, Jellyvision**

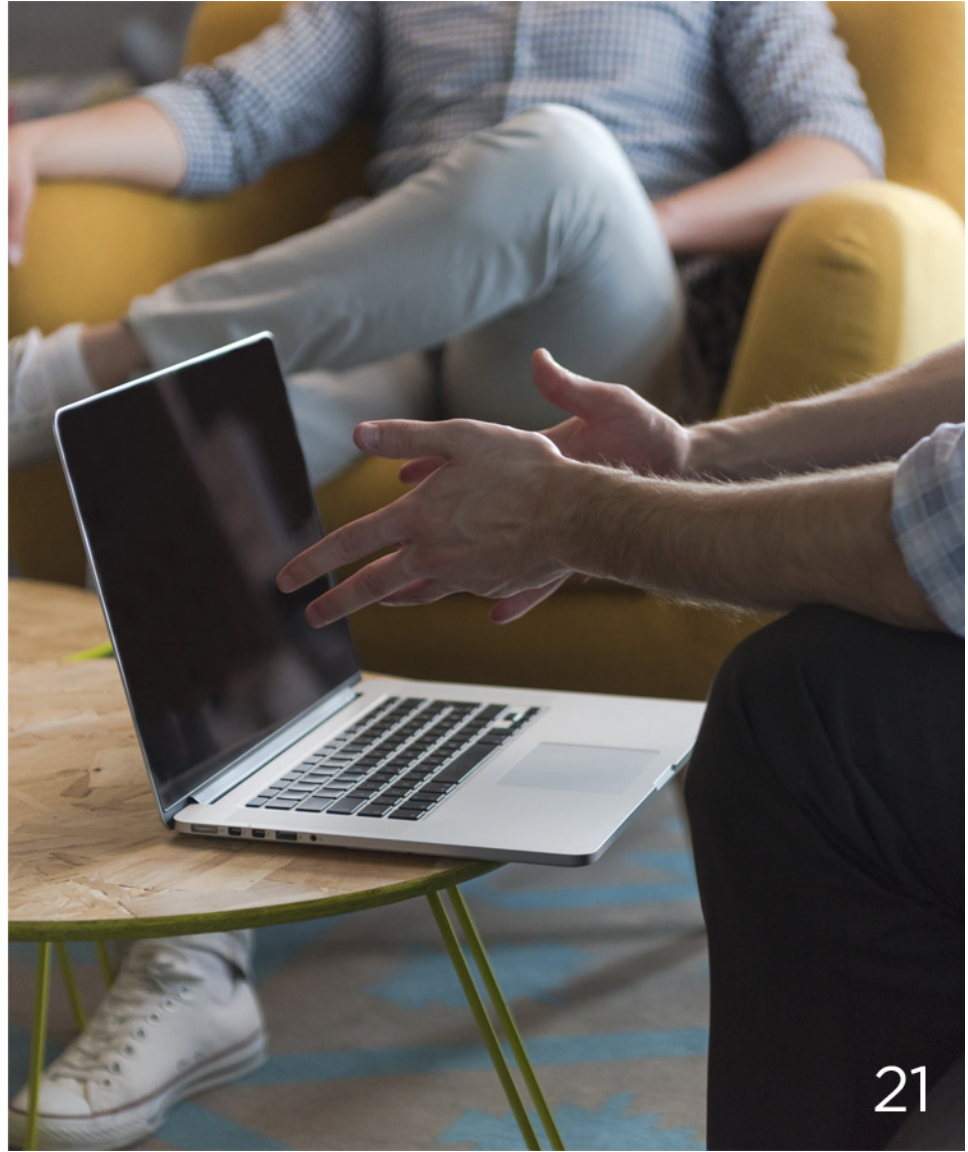




# “Most companies at this stage need a three-layer HR stack.

*Generally speaking, the 50 full-time employee threshold is the point at which most companies start thinking about a dedicated recruiter. If you need a dedicated recruiter, you need a dedicated ATS. You'll also likely need a sourcing tool or two, including something for niche or technical talent. Finally, companies on the larger end of this spectrum should consider an HRIS.”*

**- Daniel Chait, Greenhouse**



# “This is when you should be establishing an employee referral program.

*It helps to get people thinking about your organization and can add a tremendous amount of value. In some cases, you may want to prioritize your employee referral program over recruitment advertising.”*

**- Peter Moore, Dollar Shave Club**





Mid-Sized Companies:  
**Building out a  
recruiting team**

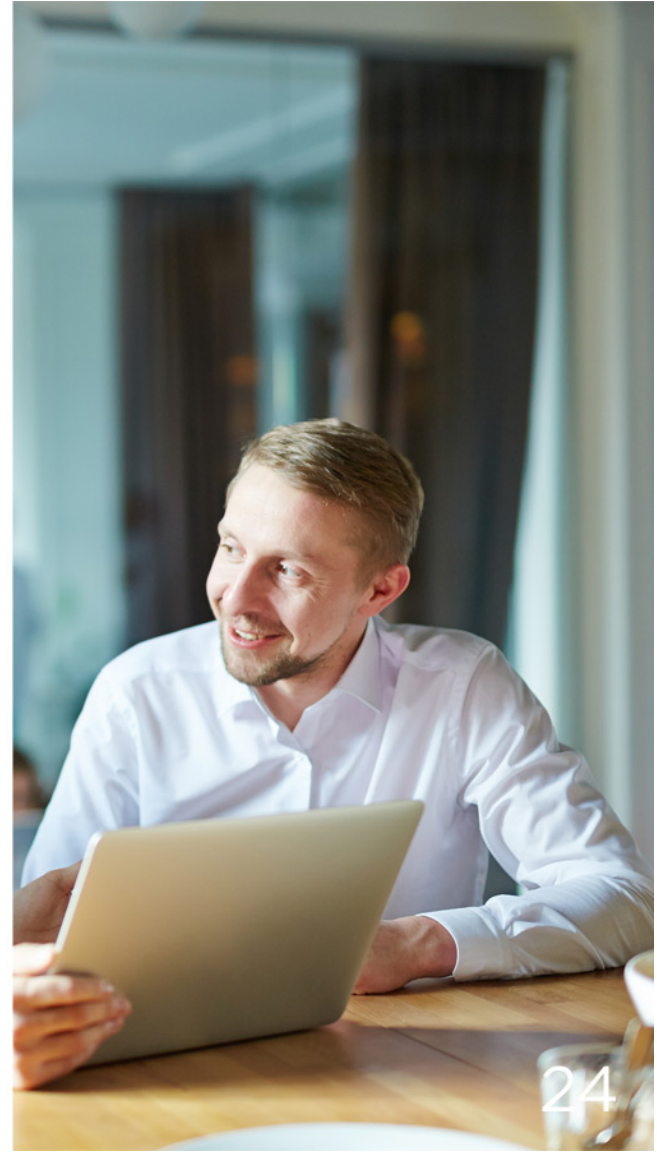




**“Generally speaking, start with a strong head of recruiting who’s aligned with the broader HR team, as disconnect can lead to friction.**

*Companies at the larger end of this spectrum likely need three or four good recruiters, too. This allows individual recruiters to focus on their areas and become specialists. You want these recruiters fully aligned with their areas of the business, able to form partnerships with their hiring managers and obviously able to make quality hires.”*

**- Greg Toroosian, Hyperloop One**



**“At this point you need someone thinking strategically...branding, messaging, etc.**

*You'll almost certainly need at least one full-time recruiter, and you may want to consider keeping some contract recruiters in your back pocket, too. This will ensure you're able to meet your hiring needs without overextending before you're ready to bring on more full-time recruiters. Administrative coordination is also hugely valuable.”*

**- Peter Moore, Dollar Shave Club**





Mid-Sized Companies:  
**Designing the  
perfect benefits  
package**





## “We started by sending out two surveys.

*The first went to our peers at other companies. We asked them how they determined which benefits and perks to offer, and what we found was that many were simply copying what they saw other companies doing. Next, we surveyed our internal team and found a tremendous amount of useful data, including that our employees didn't like our previous 401k provider because the interface was confusing. Making sure we had data to inform our decisions led to better outcomes, and contributed to our people feeling like their voices were being heard. In the end, some people will like some perks and some won't, but as a result of this project we're spending less and our team is happier.”*

**- Daniel Chait, Greenhouse**



**“Keep in mind that some things that work when you’re small may not scale as you grow.**

*Catered lunches are great when you have 50 full-time employees, but will you be able to feed 1,000 or 2,000 people every day? Eliminating these perks may lead to backlash, but remember that respect always beats perks.”*

**- Tanya Jones, HomeAdvisor**







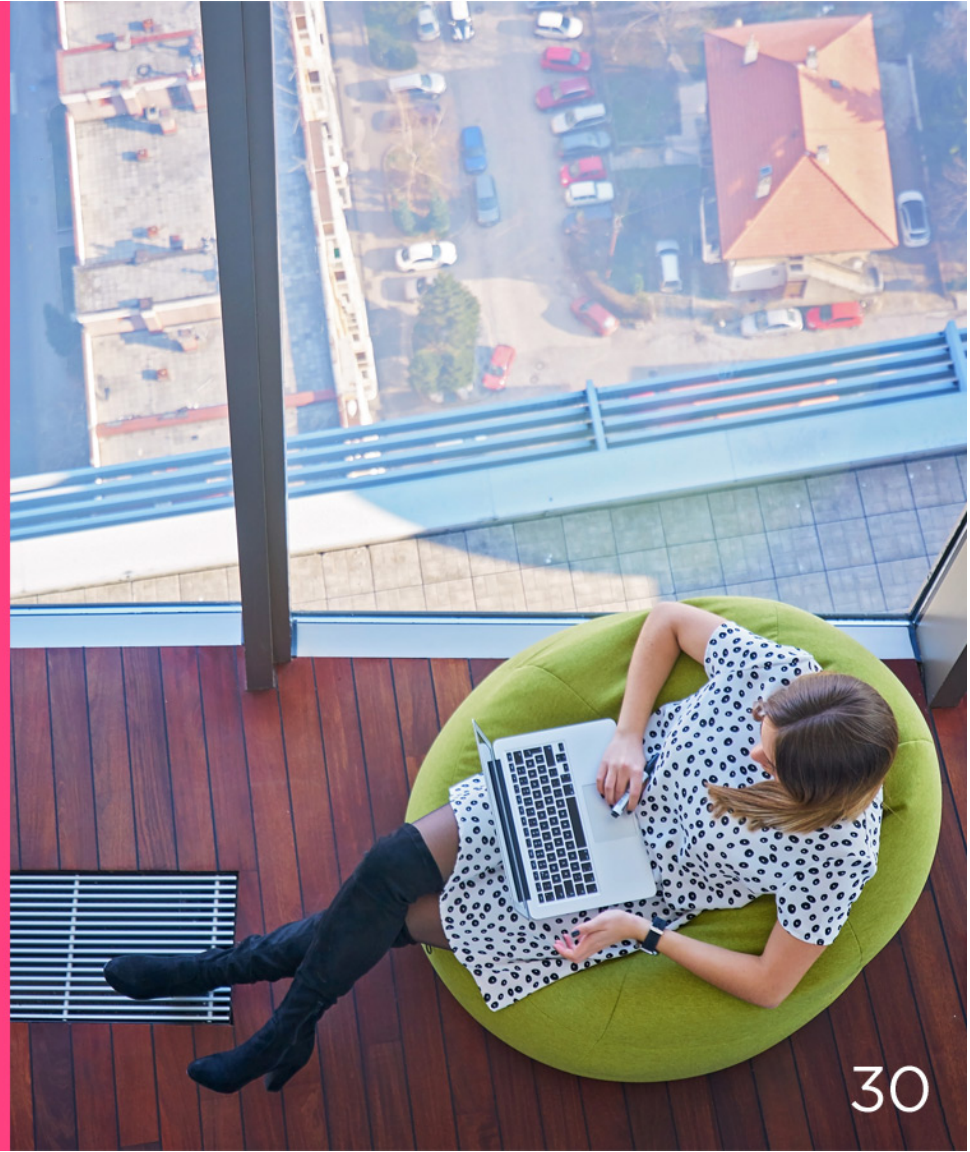
# Large Companies

201 - 500 EMPLOYEES





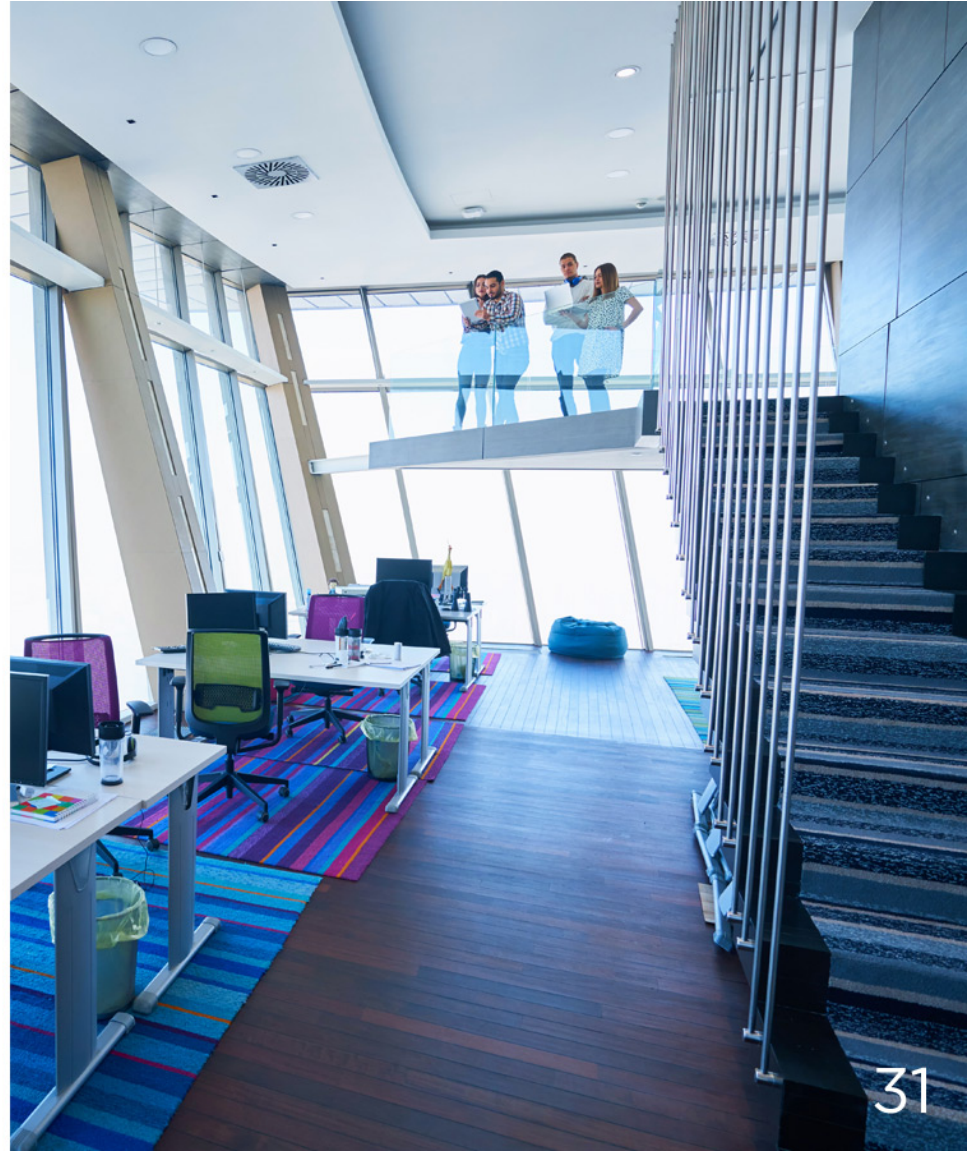
Large Companies:  
**Hiring the  
right leaders**



# “Hiring functional senior leadership is key.

*Transparency tends to break down once you reach the 200 full-time employee threshold. People just don't know what's going on anymore. Well-aligned and transparent senior leadership is critical.”*

**- Amanda Lannert, Jellyvision**





# “People with organizational expertise and experience scaling are a must.

*The people you hire to run a small company can take you a long way, but they may not be the team that will take you to the next level. Eventually you'll need people who've been through it before. This is true across the board, not only for one specific department or function.”*

**- Greg Toroosian, Hyperloop One**





# “Great managers really make the difference at this point.

*Investing a lot of effort into hiring great managers is time well spent. In my opinion, building teams with a top-down approach — hiring managers first and letting them build the team — is the most effective strategy. The tradeoff is that your managers will have to be more involved at the beginning before they hire the entire team.”*

**- Daniel Chait, Greenhouse**



# “Invest in your recruitment management function.”

*Make sure your team understands the business’s objectives and needs, and how to prioritize. Everyone wants their position filled first, but that’s impossible. Someone always has to come second. A clear understanding of priorities and needs will help your team build trust within the organization.”*

**- Tanya Jones, HomeAdvisor**





Large Companies:  
**Employee training  
and development**

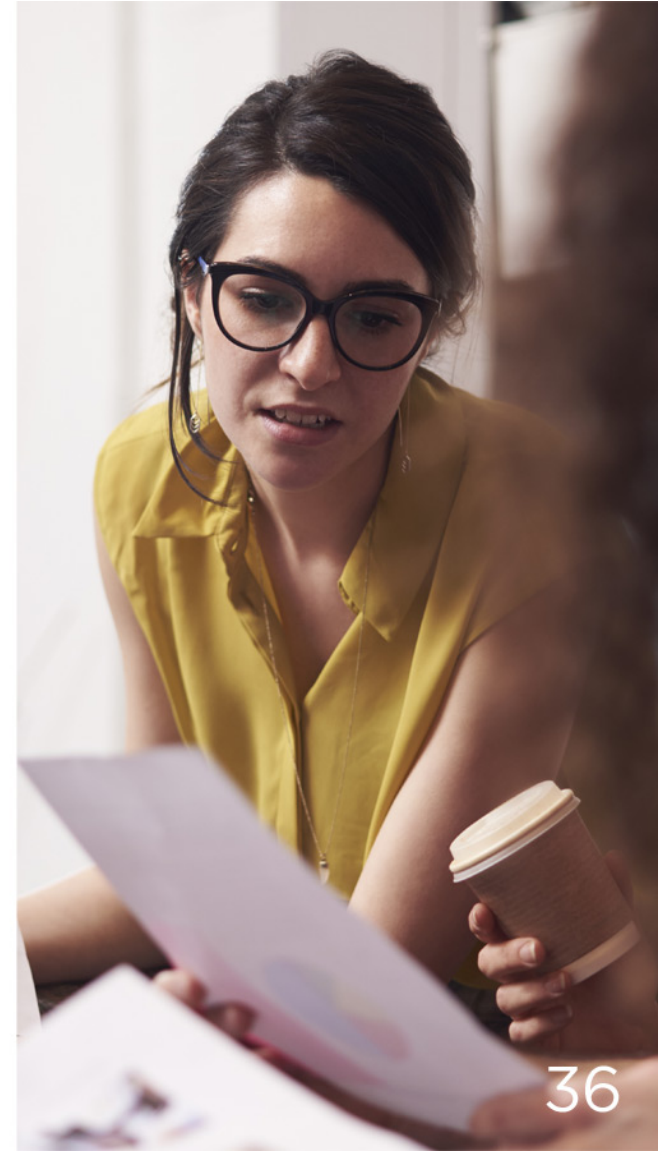




# “Depending on the caliber of hires you’ve made, you’ll want to start by assessing the organization’s needs.

*Will a tool like lynda.com be sufficient, or will you need to provide specialized training? Can someone take ownership of this, or will you need to bring in a specialist? At this size, one training/development professional should be able to develop the curriculum. From there, they can work with vendors to implement and execute. Also keep in mind the mandatory training that many states require. Make sure to account for this as well.”*

**- Peter Moore, Dollar Shave Club**



# "We've always invested heavily in our new hire training and onboarding program."

*"New employees spend between one and three weeks in classroom-style training to learn everything from using our software to the ins-and-outs of our culture. Early on, when we didn't have any global offices just yet, this classroom format worked really well, but we were also already finding ways to scale learning and meet employees where they are with opportunities to grow. For example, one of our earliest 'perks' was the HubSpot Free Books Program and tuition reimbursement. Employees can request any book on HubSpot's tab that'll help them think differently and grow in their careers, and they have up to \$5,000/year to spend on classes that'll ramp up their skill sets. Now, at almost 1,700 HubSpotters globally, both of these perks are still big draws for employees and candidates alike."*

**- Hannah Fleishman, HubSpot**



Large Companies:  
**Decisions that  
paid off over time**





# “Our technical investments have been hugely important.

*For example, we recognized the need to switch from our old ATS, which was geared toward smaller organizations, to a more established option. Our HRIS system has also been critical. But simply having these tools isn't enough. We make sure they're integrated and implemented wherever we need them to ensure we're getting the most out of them.”*

**- Greg Toroosian, Hyperloop One**



# “A structured hiring process absolutely paid off for us.

*I also believe many companies wait too long to implement career ladders. The better defined your career ladders, the easier it is to make smarter hires, be fair about promotions and transfers and be fair about discipline and terminations. It makes any performance-related conversation much easier.”*

**- Daniel Chait, Greenhouse**





# “Building relationships with your hiring managers is key.

*Hire relationship-driven and collaborative recruiters who will work with hiring managers and be seen as part of the team more than a recruiter. Remember, people are always more important than systems.”*

**- Peter Moore, Dollar Shave Club**

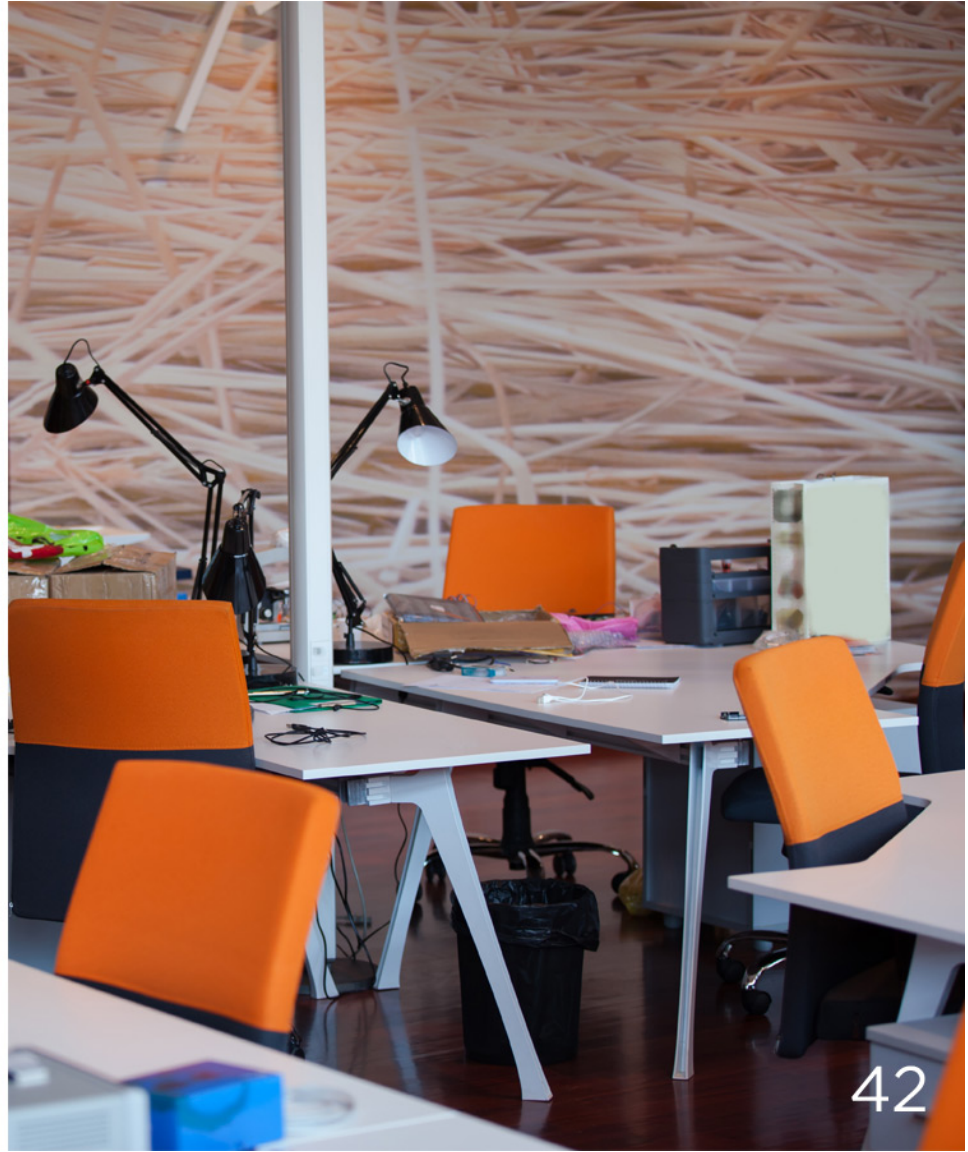




# “Hiring more recruiters!”

*This comes with time, but having more people who understand how to talk with candidates has made all the difference.”*

**- Tanya Jones, HomeAdvisor**



# “When you’re in high-growth mode, it’s tempting to lower the bar to keep moving quickly.

*It’s easier in the short-term to make a shoulder shrug hire who is good, not great, when you need to fill a role. Our executive team and employees were really proactive about resisting that temptation when we had bold hiring goals and were approaching an IPO. We knew regressing to the mean once or twice would create ‘culture debt’ in the long run, and we were really protective of the DNA and mission that got HubSpot to where it was.”*

**- Hannah Fleishman, HubSpot**





# Enterprise Companies

500+ EMPLOYEES



Enterprise Companies:  
**Competing with  
high-profile  
startups**



# “There’s nothing wrong with using your balance sheet as a recruiting advantage.

*Smaller companies often have to rely on equity to recruit, which is appealing to some people. Larger companies, on the other hand, can typically offer more cash. Also, consider your broader branding and marketing advantages. What General Electric has done over the past year has been quite remarkable. Running television ads just to let people know the company is hiring developers and technologists is a big play.”*

**- Daniel Chait, Greenhouse**



# “Help candidates understand how your organization can leverage its resources to create opportunities.

*Large companies often assume a zero-risk mindset. Everything is analyzed and tested to death, and while this may prevent significant failure, it can also prevent success. Large companies have the resources to do great work, so create small teams, equip them with the necessary resources and allow them to move quickly.”*

**- Amanda Lannert, Jellyvision**





# “Early stage startups are usually associated with innovation...

*...they attract people who don't want to be a cog in the wheel. Larger companies have to find a way to mimic this feeling. Many larger companies use internal 'innovation labs' to great effect in this regard, and can typically bring more resources to bear on these initiatives. And at the end of the day, it's ok to use money as an advantage.”*

**- Greg Toroosian, Hyperloop One**



**“Typically, your greatest asset will be a larger team of people resources.**

*We really encourage our team to get out to meetups and events and promote HomeAdvisor, and we incentivize this when it makes sense. We also focus on bigger brand sponsorships. We like to make sure our name is everywhere, and really focus on being a community partner.”*

**- Tanya Jones, HomeAdvisor**



Enterprise Companies:  
**Retaining your  
employees**





# “Remember that the best employees will always have other opportunities.

*In fact, if your employees don't have other offers you probably have a problem. At this point, you can't continue to rely on personal relationships to retain your employees — the team is just too big — so you have to exert a lot of energy and creativity around storytelling. What's the mission? Why does the work matter? In essence, you're constantly re-recruiting your own people.”*

**- Daniel Chait, Greenhouse**



# “Make people a priority. And not an HR priority, but a business priority.”

*Too many times companies put so much energy into creating a remarkable candidate experience, but then cut that energy in half when it comes to employee experience. Think about the reasons some of your top performers decided to join your company and consider whether or not you're still walking the walk on those values, promises and opportunities.”*

**- Hannah Fleishman, HubSpot**



# “The employer and employee relationship has fundamentally shifted.

*There's no such thing as 'set it and forget it' when it comes to your career anymore. Employees won't let themselves stagnate, and if they aren't engaged, they'll leave. Traditionally, companies would consider how useful their employees are, but now they have to consider how useful they are to their employees. At the end of the day, people want to do work they believe in. This isn't just a millennial mindset; it's a human mindset. Be transparent and let people know the impact they're making.”*

**- Amanda Lannert, Jellyvision**





# “Recognize your employees, and not just with money.”

*This can include everything from organizational praise to training and development opportunities. It’s critical that employees know they’re valued. That being said, a competitive compensation plan is important. If you’re paying bonuses, make sure they’re based on corporate and employee performance. If employees know they’ll receive bonuses when the company performs well, they’ll have a vested interest in meeting performance goals.”*

**- Peter Moore, Dollar Shave Club**



# “Every company gets to a point where it starts to shed.

*This is unavoidable. What’s important is that you’re shedding the people who just aren’t right for the organization anymore. When you look at the Best Places to Work awards, what consistently shines through is company culture. For some this may be casual and relaxed, and for others it may be corporate and competitive. It’s different for everyone, but the best companies have done a great job in defining and maintaining their cultures and can use this as a recruitment and retention tool.”*

**- Greg Toroosian, Hyperloop One**





# “If your culture is go-go with 90-hour work weeks, people will burn out.

*Inversely, if your culture is all play, you won't be productive. It's all about balance — figuring out how to get your work done while still providing time to step away. For example, we provide our developers with one Innovation Day each quarter. They're allowed to work on anything they want, as long as it's somehow related to the business. This reinvigorates their passion and can pull someone out of the doldrums if they're down.”*

**- Tanya Jones, HomeAdvisor**





Enterprise Companies:  
**Protecting  
(and scaling)  
corporate culture**



# “Don’t reinvent yourself arbitrarily.”

*Commit to the values of the organization and stick to them. Give people the opportunity to be heard so they feel invested. Keeping employees engaged helps them remember the end goal and why they’re here.”*

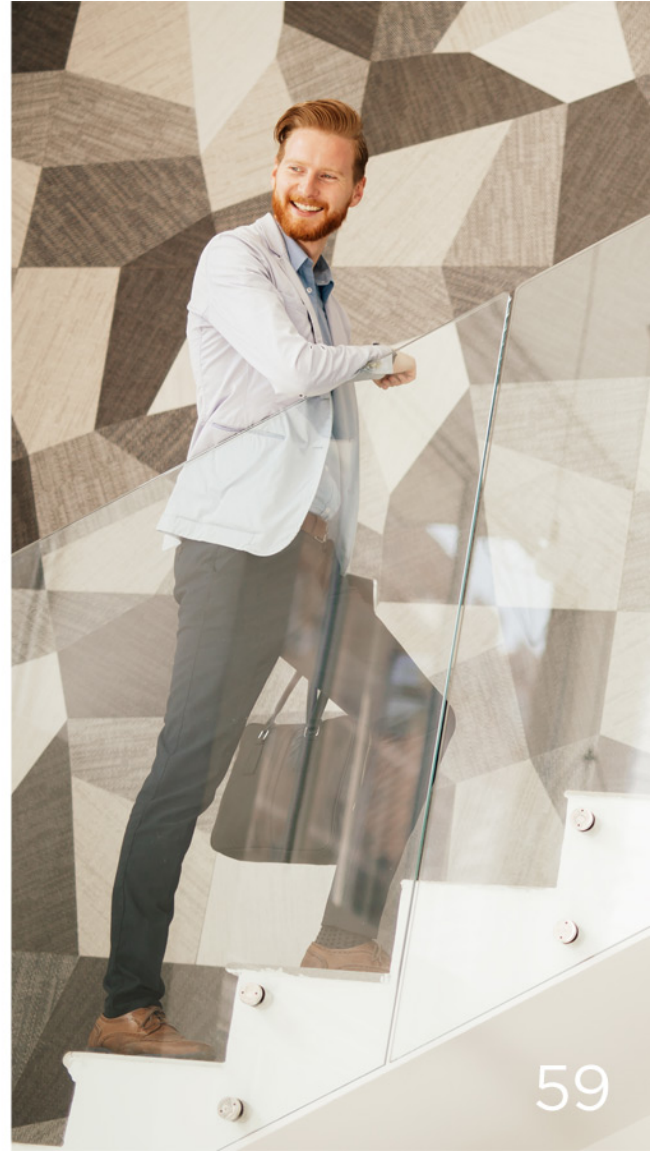
**- Peter Moore, Dollar Shave Club**



# “The key isn’t protecting your culture, but scaling it.

*As we’ve opened offices in Tokyo, Singapore, Sydney, Dublin, and soon Berlin, we’ve learned that HubSpot’s culture is going to manifest itself a little differently around the globe. And we embrace that. What’s important is that the core tenets that make your company unique are universal. Codifying your company culture is critical. The Culture Code is a living, breathing document of who we are and who we aspire to be. Capturing that story for employees and candidates to read, share, and give feedback on as we grow is invaluable in scaling what makes us unique.”*

**- Hannah Fleishman, HubSpot**







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**Great companies need great people.  
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Built In is a network of online communities connecting startups and technology companies with passionate tech professionals. We help you build your employer brand through content and events, promote your culture and hire the right candidate for every position.

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A woman with long blonde hair, wearing a white top with black polka dots and black boots, is sitting on a carpeted staircase. She is viewed from behind, looking at a laptop. The scene is overlaid with a dark blue tint. To the right, there is a large, stylized graphic of a person's head and shoulders in shades of blue and white. The text 'Check us out in your city.' is centered in white. Below it, five city names are listed in white: 'built in los angeles', 'built in nyc', 'built in colorado', 'built in chicago', 'built in austin', and 'built in boston'.

**Check us out in your city.**

**built in los angeles**

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