### **Senior Recruiter - Case Study**

Thank you for your interest in joining Rohlik Group. As we’ve discussed, the next step is to see how you tackle a real-world scenario with the constraints of high volume and limited resources.

### **Situation**

You are tasked with filling **50 critical roles** across four markets by the end of Q4 (the current date is September 30th). These hires must support a major product launch, and any delays will significantly impact the business.

**Hiring Breakdown**:

* 20 Marketing Specialists (5 in CZ, 5 in DE, 5 in AT, 5 in HU)
* 10 UX Designers (5 in CZ, 5 in DE)
* 8 CRM Tech Specialists (remote)
* 7 Trade Marketing Specialists (CZ, AT)
* 5 Logistics Coordinators (CZ)

### **Challenges/Constraints:**

1. **Budget**: You have a limited recruitment budget of **€10,000 per month**, which must cover sourcing, ads, and any external agencies.
2. **Team Size**: You have only **one dedicated recruiter**, who can process a maximum of 12 candidates per week. Your assistance will be limited due to managing other initiatives.
3. **Market Competition**: You are operating in highly competitive markets with low conversion rates:
   1. Marketing Specialists: 1 out of 6 candidates receive offers.
   2. UX Designers: 1 out of 7 candidates receive offers.
   3. CRM Tech Specialists: 1 out of 4 candidates receive offers.
   4. Trade Marketing Specialists: 1 out of 6 candidates receive offers.
   5. Logistics Coordinators: 1 out of 5 candidates receive offers.
4. **Time Pressure**: Due to project deadlines, hiring needs to be completed **within 60 days**, or the business will suffer a loss in customer experience and revenue.
5. **Interview Process**: The process involves 3 stages:
   1. Recruiter prescreen
   2. 1st Business interview
   3. 2nd Business interview

**Additional Considerations**:

* **Sourcing channels**: Online job portals are generating lower quality candidates, and referral programs in the past have been slow. You will need to decide on sourcing strategy balancing quality and speed.
* **Stakeholder involvement**: Hiring managers are highly occupied and can only dedicate limited time to interviews, so scheduling will be tight.
* **Attrition risk**: 10% of hired candidates tend to leave during their probation period.

### **Task**

**1. Prioritization & Strategy**

* Prioritize which roles to focus on first based on business impact, resource constraints, and market competition.
* Develop a recruitment strategy that allocates the budget across channels. How will you balance speed and quality of hires given the tight timelines?
* Propose solutions to mitigate stakeholder availability issues in the interview process.

**2. Resource & Time Management**

* Considering the conversion rates, calculate how many candidates you will need to source per role, and how many applications will be required to fill all positions.
* With one recruiter and high volume, how will you manage the screening process to ensure efficiency without compromising on candidate quality?

**3. Risk Management**

* Given the 10% attrition risk during probation, how would you adjust your hiring strategy to ensure you meet business needs by the end of Q3?

**4. KPIs & Success Tracking**

* Define the KPIs to track during this process (e.g., time to hire, interview-to-offer ratio, cost per hire) and describe how you will measure the success of your hiring campaign.

### **Deliverables**

Present your strategy in a format of your choice (e.g., presentation, spreadsheet, or document) and be prepared to discuss your approach during the next meeting. Please submit your materials 24 hours in advance.