Digitization – The HR Perspective

Article

Talent Acquisition through Technology

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Talent sourcing and recruitment face tremendous pressure. Talent and skill shortages are widespread. Employees are demanding new careers and career models. And technologies and innovations, including cognitive, artificial intelligence, social collaboration, crowds, and the sharing economy, are reshaping the workforce. Leading companies are turning the open talent economy into an opportunity by embracing technologies and developing new models that make innovative use of on- and off-balance-sheet talent sources.

- *Attracting skilled resources is no longer simply the responsibility of HR. It now stands as a top concern of business leaders, ranking third in survey this year.*
- *More than 8 in 10 (83 percent) executives say talent acquisition is important or very important.*

Technology plays a vital role in acquiring manpower, maximizing every stage of the hiring process. This gives justice to the strategic importance of acquiring top caliber talent. Without the proper utilization of technology, hiring can become an operational bottleneck that will suppress the growth of an organization. The technology sources used for recruitment by companies are social media, job portals, out bound hiring, social networking, emails, messages through mobile; telecalling, etc. are commonly used for targeting the prospective employee.

Finding talent both on and off balance sheet has moved far beyond traditional recruiting to encompass the broader scope of talent acquisition (TA). Once the sole domain of HR, TA now involves multiple teams across the organization. Adding to the complexity, the accelerating pace of technology offers a dizzying array of new solutions, even as the nature and sources of talent markets continue to shift. Current platforms struggle to adapt because many are too old to integrate emerging technologies, capabilities, and needs.
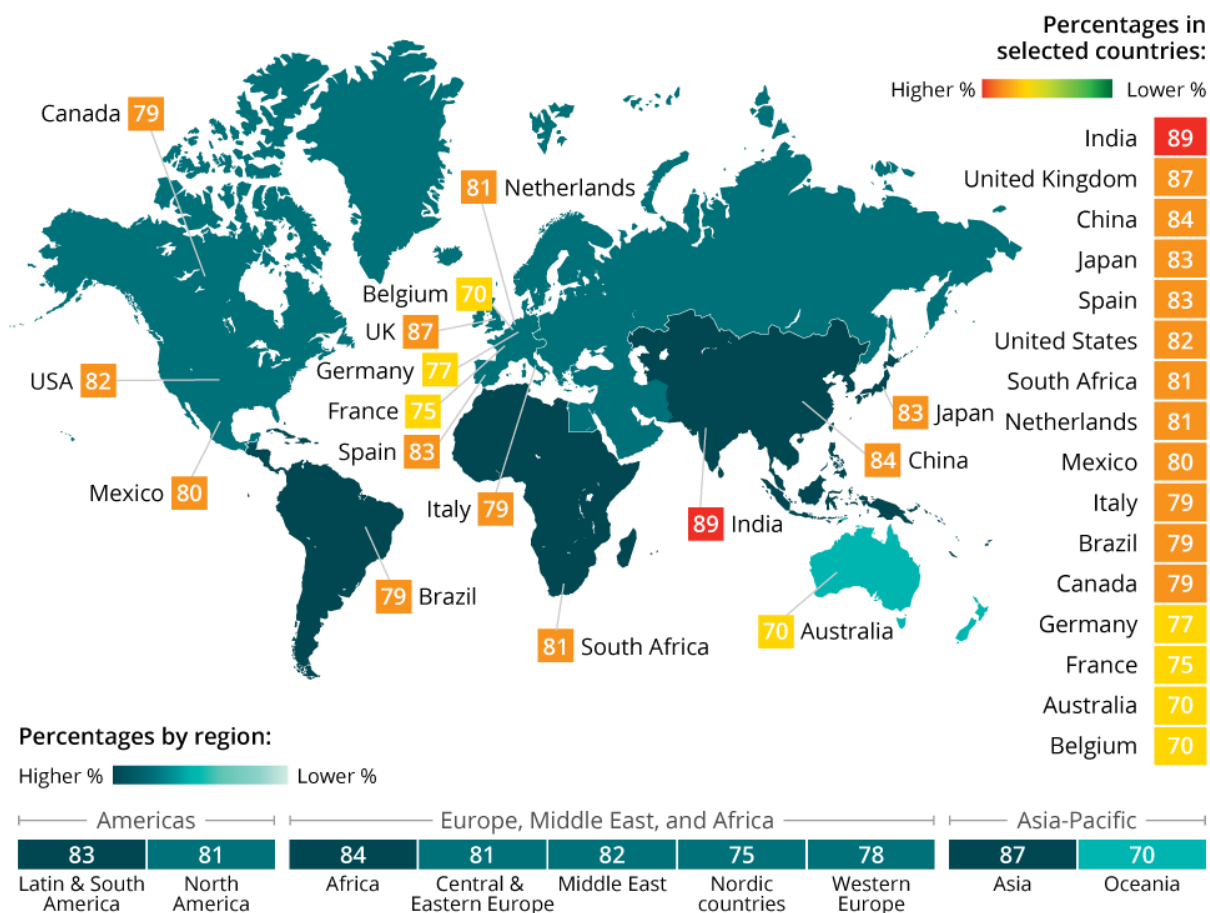
Currently, the top uses of talent acquisition data are for increasing retention, evaluating skills gaps and building better employment offers, according to the LinkedIn and Deloitte study. The analytics on talent pools, skills and other companies' workforce composition is important, so that HR professionals can make smarter decisions on workforce planning, sourcing, skills development and retention.

Recruiting is becoming a digital experience as candidates come to expect convenience and mobile contact. Savvy recruiters now have access to new technologies to build connections with candidates and strengthen the employment brand. In today's transparent digital world, a company's employment brand must be both highly visible and highly attractive because candidates now often find the employer, not the reverse. To leverage this interest, companies are intensively managing their employment brand, which can "pull" candidates toward them.

Creating an attractive employment brand involves a complex mix of forces. One major factor is the overall workforce experience, which requires high levels of engagement and strong career opportunities. In fact, outreach campaigns to educate and attract candidates may be just as important as customer-focused advertising. Heineken, for example, developed a series of unconventional videos and web interviews to highlight the employee experience and set the company apart.

Employers must also reconsider how they communicate their value proposition to the workforce. Dell's Global Talent Brand and Tools team completely redesigned the company's global career websites to include consistent messaging and images. The team also launched a job search optimization site and an aggressive campaign of candidate-focused content featuring blog posts and a wide range of videos. These were posted on the company's career sites, its YouTube channel, and other employee and candidate focused sites, such as Glassdoor. The videos, which included employees talking about their experiences at Dell, reached a wide array of social networks.

Figure 1. Talent acquisition: Percentage of respondents rating this trend "important" or "very important"

Percentages in selected countries:

Higher % — Lower %

Country	%
India	89
United Kingdom	87
China	84
Japan	83
Spain	83
United States	82
South Africa	81
Netherlands	81
Mexico	80
Italy	79
Brazil	79
Canada	79
Germany	77
France	75
Australia	70
Belgium	70

Map labels: Canada 79, Netherlands 81, Belgium 70, UK 87, Germany 77, France 75, Spain 83, USA 82, Mexico 80, Italy 79, Brazil 79, South Africa 81, India 89, Japan 83, China 84, Australia 70

Percentages by region:

Higher % — Lower %

Americas		Europe, Middle East, and Africa					Asia-Pacific	
83	81	84	81	82	75	78	87	70
Latin & South America	North America	Africa	Central & Eastern Europe	Middle East	Nordic countries	Western Europe	Asia	Oceania

Leveraging New Technologies-From Social to Cognitive

The biggest disruptor in talent acquisition today is experimentation with tech solutions and services. With over 70 percent of TA systems coming from third-party providers, vendors are actively seeking to capitalize on these new technologies. Many of these are evolving toward cognitive capabilities that build on mobile and cloud technologies, as well as social networks such as LinkedIn. Some of the larger HR systems, such as Workday and Oracle, are building solutions that feed into even bigger systems.

The more innovative ideas and solutions are centered around cognitive technologies such as artificial intelligence (AI), machine-to-machine learning, robotic process automation, natural language processing, predictive algorithms, and self-learning. Chatbots are becoming popular, including the recently launched Olivia, which guides candidates through an application process with sequenced questions.

While cognitive TA is currently the domain of mostly small, single-solution start-ups, IBM's AI pioneer, Watson, is now moving into the space with three new technologies:

- a machine learning platform that ranks the priority of open requisitions;

- social listening for an organization's and competitors' publicly available reviews on Glassdoor, Twitter, and newsfeeds; and

- a tool that matches candidates to jobs through a "fit score" based on career experiences and skills. These technologies take pre-existing social data and information and then apply advanced cognitive capabilities to deliver actionable analysis.

Intelligent automation uses collected data to analyze new information and make decisions. All of this is done autonomously, saving administrative investments. In fact, the program sends information about the applicant and application to the talent acquisition user in a more digestible way, further decreasing the administrative burden and ensuring they're given proper consideration. The process is instantaneous, beginning as soon as a candidate applies and providing a response to the applicant immediately. This is a crucial element as 65% of job seekers say they never or rarely receive application status notices and 80% would not reapply because of the poor communication.

Predictive analytics is increasingly important to TA, as sophisticated analytics teams begin to prioritize recruiting workflows, conduct workforce planning, evaluate different recruiting sources, assess quality of hire, and use pre-hire assessments. Companies that are not prioritizing analytics do so at their own risk.

Social Recruiting just works better but remember social media is a communication channel and not a sales channel. Traditional recruiting skills are still critical – think of social media as a flirting, seduction or your first date; it's a place to showcase your expertise, generosity and thought leadership. Social media gives passive candidates a sneak peek at corporate DNA. You must have an integrated digital strategy on social media which includes a whole range of channels like Facebook, Twitter, and Linkedin. YouTube, blogs website. . Mobile is also

becoming obvious choice for recruitment but it's now new. Eighty eight percent of job-seekers are happy to search jobs via their phone, yet only eight percent of Fortune 100 companies' career sites support mobile recruitment processes and most applicant tracking systems are not friendly to mobile either.

Oracle, in its research identified employee referral programs as one of the TA technique which in following years would be the main point of focus by major organizations. It feels that companies will start using social recruiting to scale up the flow of referrals, fully leverage employees' social connections, allow employees and candidates to navigate the referral process on their mobile devices, optimize referral policies based on the lessons learned from real-time data, treat candidates as respectfully as if they were paying customers. In this way companies will reap the benefits of improving referral quality while reducing time to hire and cost per hire.

The latest research of Bersin by Deloitte, predicted the trend of 2014 regarding the Talent Acquisition techniques which had felt that building a strong talent pipeline for the global economic recovery is the need of the day. According to its report, 2014 will be one of the most exciting years we have ever seen. The growing global economy will present challenges, competitive threats, and new opportunities. Take your talent pipeline seriously attracting, developing, and keeping people will take top priority. This is the year to sharpen your saw innovate, think outside the box, and look systemically at your total corporate talent system. Interestingly, social networking website LinkedIn had also conducted a detailed research on Talent Acquisition practices and published it on their website. LinkedIn has conducted its 3rd Annual Global Recruiting Trends survey in 19 countries including India. They have surveyed over 3,300 talent acquisition leaders to capture their thoughts on what keeps them up at night, hiring and budget trends, and key sources for high-quality hires. They have distilled all this and more into 5 key trends that are shaping the future of Talent Acquisition:

- Social professional networks are increasingly impacting quality of hire.

- Employer branding is both a competitive threat and a competitive advantage.

- Data is used to make better hiring and branding decisions.

- Companies are investing in hiring internally to stop top talent from walking out the door.

- Companies are figuring out the mobile recruiting terrain.

Talent Acquisition (TA): Creating talent pool, screening talent, Recruitment & Selection, are a few critical areas where technology has played significant role to make HR efficient. Technology has bridged the gap in identifying the right person-job fit. Giving advertisements in newspapers looks like a thing from the past. Various job portals have seen tremendous growth and provide a great platform for organizations to source good candidates. Also, seamless integration of Vacancy Requisition to Candidate's joining has provided an end-to-end visibility to HR.

Various analytics and reports help HR in monitoring 'Quality of Hire' and at the same time keep a check on 'Cost to Hire'. Perhaps the biggest step in technology for hiring is the invention of the World Wide Web and the increasing access of people to its network. Not only is online hiring

now possible, it's becoming one of the biggest sources of qualified candidates. In fact, online hiring is the new frontier of recruitment. With this is an increasing dependence of automated hiring systems that have Internet-based platforms. One good example is the talent acquisition system, which enables recruiters to automatically "crawl" the Internet for relevant resumes, receive and sort out applications, send out interview invites, and even facilitate online exams. This makes assessment easy even when handling a large number of applicants. Recruiters can quickly usher in applicants and get them through the hiring pipeline. Selecting the best candidates for specific jobs can be done easily without sacrificing the quality of the selection pool.

The applicant tracking system (ATS) which has traditionally been an immense TA filing cabinet is being reinvented by innovative solution providers. These providers are augmenting the ATS with other TA technologies, including candidate relationship management, video interviewing, and analytics. For example, HR software company Lever has reimagined the ATS to pivot around candidate relationship management, offering built-in, real-time reporting across all pipelines and recruiting functions.

Forward-looking organizations are also beginning to employ simulations and gaming to connect with talent, particularly Millennia's, and analyze whether candidates are primed to succeed in a given role.

Using Video As A Tool For A Compelling Candidate Experience

Video is emerging as a tool to address this challenge by enabling a more compelling candidate experience. SAP, for example, uses cartoons and video games to illustrate life at the company in an engaging way.[6] Other organizations are reimagining the age-old job description in a video format. Job postings on Facebook that feature videos receive 36 percent more applications.

Video is also transforming interviews. AI and a video interview may be better able to identify promising candidates than a traditional interview, saving money and reducing time-to-hire. Video interviewing can reduce pre-hire assessment questions from 200 to just 5 and raises the possibility of one-interview hires. Indeed, a consensus is emerging that traditional interviewing subjective and unstandardized may be an unreliable method for predicting a potential employee's success.

From Credentials To Skills

To judge whether candidates will be effective, employers are shifting their focus from checking credentials to confirming skills. More than a quarter of global business leaders were surveyed (29 percent) are using games and simulations to attract and assess potential candidates, but only 6 percent think they are performing excellently. Many organizations are turning to job simulation software, which can improve hiring by giving candidates tasks they would do on the job. Still others are using video to demonstrate skills. Skill Scout produces a short job video that serves as a "job post in motion," allowing candidates to preview what the job is like and the skills required.

Consumer-facing brands are finding ways to reject candidates without damaging their reputation. To keep rejected candidates positively engaged, Ericsson partnered with third-party vendor CareerArc to create a company-branded job placement portal, launched in 2016, called Candidate Care. Rejected candidates receive a letter inviting them to take advantage of the job placement portal; once registered, participants can learn skills to improve their résumés, boost their interview skills, learn how to leverage personal networks, and improve their job-searching skills. The Candidate Care placement portal has been a huge success, with 98 percent of eligible participants electing to sign up for the platform.

Optimizing Sourcing Channels

Organizations employ many sourcing strategies to attract and engage top talent. In the open talent economy, technology allows talent to move more freely than before from role to role, within and outside the enterprise, and across organizational and geographic boundaries. Organizations that are leveraging open talent are partnering with temporary labor marketplace companies such as ShiftGig and BountyJobs, e-staffing agencies such as HIRED and CloserIQ, freelance management systems such as OnForce and JobBliss, and crowdsourced recruitment systems such as Amazon's Mechanical Turk and Gigwalk.

While the technology to support recruiters in the talent acquisition process is available, it's important to choose the right solutions.

Use an applicant tracking system to manage the recruitment campaign

Instead of sorting and managing candidate applications manually, businesses and recruitment agencies can use a sophisticated applicant tracking system (ATS). This centralised system allows recruiters to post vacancies, view CVs, collect candidate information and track where candidates are in the hiring process; meaning less time spent on admin!

Engage with candidates via mobile and social media

Candidates aren't looking in newspapers for job vacancies anymore, but online and on their mobile phones. Jobseekers can now look for new openings wherever they are, and on that basis, recruiters must have a mobile option for candidates. Increasingly important in the recruitment process are social media platforms – recruiters and hiring managers can post concise, attention-grabbing job postings to a targeted audience; their followers.

Incorporate AI and machine learning into the screening process to reduce unconscious bias

With AI, unconscious bias is removed; things like gender, race, language and other factors are not considered in the short listing process. AI can automate the CV evaluation process at scale, analysing hundreds of CVs in a fraction of the time it takes a human operator. Furthermore, it can automatically categorise candidates based on the provided job spec. Similarly, chatbots that utilise Natural Language Processing (NLP) are on the rise.

Embracing metrics: HR analytics and hiring

Technology also gave way to increasingly create objective hiring interventions. Through advance computerized data collection and database management systems, HR analytics have made metrics analysis for hiring functions very easy. Information that recruiters need can be displayed in an easy to interpret dashboard in real time. Hiring managers can easily pinpoint the best places to source qualified people, identify hiring trends, locate selection bottlenecks, and even anticipate hiring problems. Numbers never lie and HR analytics can display figures that matter most to recruiters. How many are retiring? How many inside the organization can replace the retirees? What is the needed training to equip the people next in line? How much does it cost to source people from the outside? The metrics from the system can help hiring managers weigh options better.

Tapping into appropriate technologies: Talent management system

Applicant recruiting systems are perhaps one of the best applicable technologies in selection and hiring. It can easily cover all aspects of the hiring process and more, including the onboarding process. With this system, hiring, performance evaluation, compensation, learning and performance can easily be integrated into a central software that enables all of HR to collaborate to achieve higher efficiency in their inter-related functions. There are no more loose ends in the human capitalization efforts, which can directly contribute to the profitability and growth of the organization. Having an efficient hiring process helps any organization reach its goals and continue expanding.

- **Diversity hiring.** Diversity hiring is the most embraced trend with 78 percent of talent leaders responding that they are tackling hiring diverse talent, head on. Why? Well, 78% of companies indicated they are prioritizing diversity to improve culture, and 62% are doing so to boost financial performance.
- **Reinventing the interview.** New interview techniques are gaining favor, such as assessing candidate soft skills (63%), understanding candidate weaknesses (57%) and interviewer bias (42%).
- **Data.** This new era of talent intelligence is a big step forward as it allows talent leaders to use data to influence future hiring. The top three ways companies noted they are using data is to increase retention (56%), evaluate skills gaps (50%), and build better offers (50%).
- **Artificial intelligence.** Recruiters and hiring managers, globally, shared that AI is a bold disrupter, and is helping them save time (67%), remove human bias (43%) and deliver the best candidate matches (31%). Respondent also said that AI is most helpful when sourcing candidates (58%), screening (56%) and nurturing candidates (55%).

It's a Technological Jungle

Today, you can tell your phone to send a message to a contact and find restaurants in your area, among other things. Virtual assistants, like Siri from Apple and Alexa from Amazon, are

becoming increasingly mainstream in our daily life. And these aren't the only places where automation and machine learning are making a splash. New technologies featuring machine learning and artificial intelligence are finding their way into other applications in our life - including recruiting and talent acquisition.

Some of the tools now available to recruiters include: applicant Tracking Systems (ATS); job board aggregators; employee review tools; interview management tools; and credential matching algorithms. Talent Acquisition Technology Ecosystem is an outstanding representation of the massive and fragmented space of talent acquisition technology.

LinkedIn, has been a recruiter's darling for a long time (50% of recruiters source through LinkedIn); however, technology giants such as Google and Facebook are likely to disrupt the recruiting marketplace as they introduce new tools specifically for employer. And some recruiters are already fired up about what this means.

Subliminal Messaging or Recruiting Calls to Action

Like any ad, whether it's a link contained within a job seeker e-mail blast, a recruiter messaging a candidate via In Mail or a mobile ad on Facebook, these strategies will not only subtly elevate your employer brand and recruiting efforts but also entice those curious and passive job seekers to click on your link or engage someone from their network who either has a relationship or knows someone at the company. It's a great way to control your recruiting spend while focusing your efforts on a small yet focused community of job seekers. The key to any secret sauce is practice, patience and in our recruiting case metrics and measurements in order to determine the impact your geotargeting efforts are having in finding the perfect hire.

Artificial Intelligence (AI):

Artificial intelligence has the advantage of being able to make better analytical decisions, such as whether a job description is male- or female-biased, and whether it is well-written and why or why not. New technology has the capability "to write job description based on nature of the job, nature of the structure of the business, nature of the business culture," said Younger, "attributes many recruiters don't understand when they recruit."

AI applications for recruiting include:

- **Intelligent Automation:** these systems use collected data to analyze new information and make decisions. All of this is done autonomously, saving administrative investments.
- **AI Recruiting Assistants:** these systems automate communications with candidates, lowering the administrative time needed to interact with potential hires.
- **Intelligent Recruiting Software:** AI screening tools and software packages that automate the resume reviewing process. These tools use machine learning to understand the company's hiring and employment data allowing the recruiters to better understand the applicant and make more intelligent hiring decisions.

- **Digitized Interviews.** Interview AI analyzes common facets of the interview process, such as video interviews, to understand the intangible human qualities (facial features, word choice, voice inflection, etc.) that can better predict candidate fit. What's more, this technology can assess a candidate's ability to perform job duties by simulating customer/client interactions, measuring the applicant's empathy and attention to detail.

AI recruiting assistants automate communications with candidates, lowering the administrative time needed to interact with potential hires. Depending on their features, these assistants might answer policy questions, schedule meetings or interviews and even screen resumes. However, there are negative effects of using AI recruiting assistants.

Conclusion:

As time goes on, the recruitment process will become ever more "smart" as recruiters and hiring managers utilise AI, machine learning and data analytics to get a complete understanding of the candidates they engage with. Candidates will be engaging via mobile devices and receiving tailored responses from intelligent chatbots. Of course, AI will not replace the human operator, but it will help to make recruiters more effective at talent acquisition in the future.

Accelerating digital, video, and cognitive technologies and ever-increasing transparency are quickly changing how recruiters find and court skilled employees. Rather than continuing to focus on sourcing and selection, recruiters are now relationship builders and managers. They are looking to enable a positive candidate experience for new employees—a task that requires both new responsibilities and new skills.

Savvy recruiters will continue to embrace new Talent Acquisition technologies and hone their relationship-building skills. Indeed, this is the promise of cognitive recruiting. As AI and other technologies take over the basic, time-consuming tasks of sourcing candidates, human jobs will shift. A recruiter in this new world can add value by building psychological and emotional connections with candidates and constantly strengthening the employment brand.

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