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IN SEARCH OF EXCELLENCE IN TALENT ACQUISITION?

ATS + well-designed TA processes + point solutions = Excellence in TA

- Raghav Singh



The State of Applicant Tracking Systems 2018

Learn about current challenges, HR preferences and future directions

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EDITOR'S NOTE

Hiring is a very stressful and time-consuming task. Due to the amount of research, planning and interviewing it requires, it can be very taxing on you and can even swallow up your whole workdays.

Today, HR professionals have a wide range of digital platforms and apps at their disposal to bring greater efficiency and better outcomes to the hiring process. Applicant tracking systems, or ATS, is one such platform.

These systems have come a long way from their inception in the 1980s. They were initially developed as a compliance tool to demonstrate non-discrimination in hiring practices, and then gained popularity in response to recruiting moving online in the 1990s.

In today's tight labor market, organizations continue to look for any competitive advantage that improves their ability to find, attract, hire and retain the best possible candidates. Thus, ATS is an important tool for any HR professional and plays a key role in hiring.

The October edition of *Talent Acquisition Excellence* is an ATS

special issue, wherein we bring you an exclusive research, a special supplement (page) and other related articles.

To gauge the breadth and depth of ATS adoption and usage, HR.com surveyed the HR community. Learn how The State of Performance Management 2018 research may apply to your organization. The findings will help you learn about the current challenges, HR preferences and future directions the applicant tracking systems would take and more.

When it comes to the recruiting world there has long been a division among HR professionals: they either praise the time-saving properties of an ATS or they believe it doesn't catch all suitable applicants.

On whichever side of the table you are, do check out Sylvie Woolf's article, *Why Every Hiring Manager Needs An ATS*, where she argues why it should be your next HR technology purchase.

There is also Raghav Singh's article (also featured as the cover article in this edition), *In Search Of Excellence In Talent Acquisition?*, where he talks about the means to achieve excellence in TA and why it should be through an ATS.

Also check out *The Power And Pitfalls Of Applicant Tracking Systems* by David B. Weisenfeld and *The Future Of Applicant Tracking Systems* by Jeanette Maister, among other articles featured this month.

We hope this edition will give you practical suggestions, as always, for improving company practices around interviewing, sourcing, on-boarding etc. and help you find best candidates.

Enjoy reading and do not forget to mail us your feedback.

Have a say?
Write to the Editor.



Debbie McGrath
Publisher, HR.com



Deepa Damodaran
Editor, Talent Acquisition Excellence

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In Search Of Excellence In Talent Acquisition?

ATS + well-designed TA processes + point solutions = Excellence in TA

 By Raghav Singh

Applicant tracking systems (ATS) have come a long way from their inception in the 1980s. Developed initially as a compliance tool to demonstrate non-discrimination in hiring practices, they gained in popularity in response to recruiting moving online in the 1990s.

Job boards were the catalyst for much of the early growth, as employers became inundated with resumes and needed a solution to deal with the volume. Today the industry is mature and ATS are a commodity service. Classified based on the employer market they target (enterprise, mid-size, small) there are few, if any, meaningful differences between them inside their categories. Market share is based more on the prowess of marketing initiatives than product management.

Some have differentiated themselves - *Workday* is very well integrated with other components of the HRMS, having been built from the ground-up to share data. *iCIMS* is better suited for the high-volume hiring, such as in retail. *SmartRecruiters* has great mobile capabilities. But, there's an abundance of other products that can make up for whatever is lacking in native capabilities in any ATS.

Excellence in TA

What defines excellence? It depends on what's important to an employer - faster hires, lower cost-per-hire, higher performing employees, the quality of hires, or something else. Whether an ATS impact any of these metrics depends on how well it

supports the three major steps on the way to getting a hire – sourcing, screening, and selection.

Sourcing is the raw-material of hires and for many employers is the largest component of their TA spending. Helping manage that spend requires having sourcing capabilities and involves job distribution and building a candidate pipeline. Employers typically rely on jobs distribution vendors like *eQuest* to get their jobs in front of the right candidates but what's critically needed from an ATS is support for social sourcing. That includes getting jobs into social channels, managing employee referrals, and building talent communities.

Another need is delivering an excellent candidate experience—especially a mobile one. That means ensuring that candidates find it easy to search for and apply for jobs, in the shortest possible time.

Screening requires being able to identify the most qualified candidates from those that have applied. To do so effectively requires having a mechanism to rank candidates relative to job requirements. Most ATSS use some form of matching to compare resumes with job descriptions; allow for candidates to reply to questions; and use the results of assessments to deliver a ranking.

Selection is where it all comes together. Support for selection requires allowing hiring teams to conduct interviews, collaborate with each other, share feedback and compare evaluations. The ATS should



make it easy for hiring teams to do all this. It should be able to access their calendars, notify them of actions to take, and accept and summarize feedback for all involved.

Effective oversight of these three requires having good reporting capabilities. Any ATS can export data to an external reporting tool, but true value is gained if the reporting takes the form of actionable metrics that highlight which sourcing channels are working best and at what cost. Ideally, dashboards should focus attention where it is needed – such as identifying which sourcing channels to use; where the bottlenecks in TA processes are developing, and how the TA process is performing relative to expectations.

In general, most ATSs have very limited sourcing capabilities, do well at screening, and can provide varying levels of support for selection. Reporting often depends on the ability of the users to develop their own dashboards.

Innovation

The last few years have seen AI making big inroads into TA. But virtually all the innovation that has occurred is independent of ATS. Chatbots like *HireMya*, AI-based sourcing products like *Hiretual*, advanced video interviewing products like *Montage*, and dozens more have all emerged outside the ATS universe.

The reasons are twofold. First, many products – especially in the enterprise space are saddled with an antiquated code base and technology stack. Keeping it performing can consume half or more of available development resources. Second, in a saturated market with low churn, there’s little incentive to do much to advance a product. No individual feature, no matter how innovative, is guaranteed to sell one additional license. Renewal rates are high because customers know that the disruption caused by switching vendors is rarely justified by the benefits from a new ATS.

Consequently, there’s little to be gained by investing in innovation, most of which is likely to flop

anyway, when it’s much less risky to partner, white label, or acquire any product that shows promise. The roadmap is heavily influenced by a few large customers or, in rare cases, determined by promises made to a new customer who switched.

Can an ATS deliver Excellence in TA?

Asking the question is not unlike asking which brand of clubs can help a golfer win the Masters. The clubs are needed but make little difference in determining who gets to wear the green jacket at Augusta. An ATS is needed to support TA but it cannot deliver excellence any more than a word processor can produce a best-selling book. No ATS can make-up for the shortcomings of a TA process.

Think about an ATS today as the hub that manages TA. The ATS is where sourcing processes culminate. Where screening can be automated and done consistently - more efficiently than any individual can do. Where selection data can be gathered and resides. Recognizing this reality, many vendors have created large partner networks and made it easy to plug-in other products that are narrowly focused on individual aspects of TA. The combination of the three - the ATS, well-designed TA processes, and point solutions - may help an employer achieve goals of excellence in TA.

There are no silver-bullet solutions in TA technology. If one is failing at achieving excellence – however that may be defined, then don’t blame the ATS.

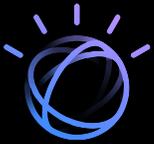


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Recruitment Strategies For **Long-Term** **Employee Engagement**

I What's next?

 By **Brian Anderson**

What is the overarching goal of your recruitment program?

Before your organization can develop recruitment strategies, it needs to get recruiters, HR, and leadership on the same page with this simple question. The answer is usually more complicated than simply “to hire top talent”, because recruiting affects many parts of your organization in different ways. Your team will need to come to a unified understanding before you can find candidates that will stay in your organization while staying engaged with your organization.

What Stakeholders Want in Employee Recruitment Strategies

This collaboration is essential, because everyone at the recruiting table has different needs and priorities:

Hiring managers have the most invested in this process. Whether

the recruitment need comes from turnover or growth, they feel the pain that comes from being short-staffed. They are concerned with finding someone who can perform the skills needed to do the job and finding them quickly.

Finance departments want long-term sustainability in their staffing budgets. They want to keep labor costs to a reasonable percentage of your organization's revenue based on your industry.

Leadership wants to make sure that each department and team has enough capacity to accomplish your organization's mission and objectives. Short-staffing on one team can affect the organization's workflow, leading to bottlenecks that make collaboration delays worse. Leadership also wants to keep turnover from becoming a larger narrative in the organization with the risk of poor experiences spreading to other teams.

And Recruiters? Recruiters want to do their jobs well by finding the right candidates with the right skills, the right salary requirements, and the right soft skills, all as quickly as possible.

Unfortunately, this balancing act can lead everyone involved to overlook the most important person in the recruitment process: the candidate. Candidates always matter, but in today's employment market, the employee experience can make all the difference in finding and keeping great people with your organization.

It's a Candidate's Job Market

It has now been a decade since the great recession took out financial giants like Lehman Brothers and Merrill Lynch with a market crash that redefined employment for a generation of employees. With high unemployment, organizations could afford to keep their focus



on their own needs and still have candidates clamoring for a job—any job.

But in 2018, the US economy hit a different milestone: job openings outnumbered available candidates for the first time in 15 years. This shift in supply and demand means that candidates can be selective about where they work, holding out for opportunities that align with their personal and career goals.

To attract and keep these employees, your organization's

recruitment strategies need to shift to match the current market. With the right understanding and support, recruiters can satisfy hiring managers, finance, and leadership while doing their best to find candidates whose expectations fit with the reality of the position.

Slow is Smooth, and Smooth is Fast

The Navy SEALs have a saying: slow is steady, steady is smooth, and smooth is fast. When they say it, they're talking about performing slow repetitions of

actions like jumping from moving vehicles and sighting enemies without panicking.

But the same principle applies to successful recruiting strategies: taking your time to optimize the process may slow things down at first, but as the process becomes steady and smooth, you'll save time in the long run.

Of course, it's one thing to talk about discipline and another to practice it when there's an urgent personnel need. When the pressure is on to fill positions



quickly, some may judge a recruitment strategy's success by how fast it fills an empty seat. This pressure can lead to quick shortcuts that create a poor candidate match. One example of this mindset is when hiring managers and recruiters rush to put together a job description.

Employee Recruiting Examples: The Parable of Lance Bass

(No, not that Lance Bass.)

Let's say that you're hiring for a new business. The hiring manager outlines the basics for the position in the job ad, the recruiters put it out on the market, and they end up with a great catch: we'll call him Lance.

Not only does Lance meet the basic requirements, but he grows into the role. His unique talents start to make a difference in his department and in the organization as a whole.

The hiring manager for Lance's team decides that she wants another Lance. But she can't put "basically another Lance" in the job ad—no one will know what she's talking about. So she updates the job ad and emphasizes some of Lance's unique qualifications in the picture she paints of the position. It's not an exact picture of Lance, but it includes a lot of Lance's "nice-to-haves."

Unfortunately, candidates can't see the underlying requirements of the job description. They

only see what you post. In this example, the caricature of Lance overemphasizes the nice-to-haves at the expense of a clear outline of key qualifications for the job.

Based on what she emphasized and where she posted it, this manager ended up with a completely different species of job candidate, one that won't be happy for long in Lance's environment.

The key to developing an effective job description is to start with the essential job requirements instead of a list of a current team member's attributes or a standard description copied directly from the Internet.

For example, our sales team here at BambooHR operates in a very different environment than most sales teams. We only operate on inbound leads, and often, our conversations have a strong educational component as we help prospects find the right fit for their organization.

We found that the traditional sales job description wasn't bringing in candidates that were sticking with us. So, we broadened our scope, recruiting people with backgrounds in HR, education, and support. Not only did this reduce our turnover in sales, but it also improved diversity on a team that, like many sales teams, was predominantly male.

Identifying the specifics of job requirements takes time and

thought. But it's the first step to finding a candidate that fits the reality of the job.

How Compensation Transparency Affects Your Recruitment Strategies

"But wait," you might think, "what's wrong with advertising for fish and getting elephants? Don't we want the biggest and best we can catch?"

While it's important to find great candidates, the biggest, most-experienced candidate won't always be the best candidate for the position. It's not just about catching great candidates—you have to keep them after they're caught, and this needs to factor into your recruitment strategy.

For ages, salary decisions were made directly between the employee and the organization. There was also a strong taboo against talking about your salary with your co-workers. The rise of the Internet began adding transparency to this information, but then the recession shifted the focus from salary negotiation to finding a steady salary in the first place.

Today, employees can find a wealth of salary information online, from industry standards to Glassdoor reports from their current organization. And if their outlook for their salary and benefits doesn't compare well with their neighbors, they now have options for improving it.



Salary Compression Cuts Both Ways

Back to the hiring parable: what happens when you take the plunge and hire an overqualified candidate with a higher salary requirement? On the plus side, you get a qualified candidate right now. But how does Lance feel when he learns that the new guy earns just as much as he does despite Lance's years of great work with the organization? Suddenly his salary seems less

like hard-earned success and more like a bare minimum.

This phenomenon is called pay compression, and it has a huge impact on employee engagement. It's more than not making enough money—employees facing pay compression can lose faith that their organization understands the value of their work and is willing to support their long-term growth and success.

It's not much better for the elephants in the fish pond, either: if you have to stretch your budget to hire elephant candidates, how are you going to increase that compensation? And when your budget doesn't allow it, how long will it take for these employees to notice? Before long, the pattern of salary compression will become a pattern in your working environment as new hires start out-earning the previous top talent.



Here are some pay compression scenarios to watch out for during the recruitment process:

Haggling: It can be tempting to stretch the recruiting budget for a candidate that is just out of reach. But the time your organization spends developing a compensation strategy won't mean much if you pay candidates at the top of the market just to get them in the door.

Buddy Inflation: Speaking of compensation strategy, you'll want to make sure that your organization bases its compensation plan on market research and not on whether a manager can convince the CFO to give more to a certain team or position.

Start Open, Stay Open: While you don't have to announce everyone's salary to every candidate, you can provide a degree of transparency on your compensation practices. Let

them know if the position's pay matches or exceeds the market rates. Or if your organization can't match market rates, explain the other aspects of your mission that lead candidates to value their work and results.

A Bright Future is the Best Recruitment Strategy

The best recruitment strategies are those that factor in every part of the employee experience. While getting candidates to sign an offer letter is important, it's just as important to provide a clear onboarding process, regular performance management, and a career path for employees to progress in both salary and responsibilities.

These aren't factors that a recruiter can fake with a carefully-worded job ad or a spiffy careers page. As potential candidates read these official communications from your organization, they'll also factor in reviews from current and

former employees as part of their research. The sum total of these experiences makes up your employer brand, and your employer brand determines whether your recruiting and retention becomes a destructive or productive cycle.

In the end, recruitment strategies are most effective when candidates understand as much as possible about your organization, your organization understands each candidate, and both sides have the opportunity to grow from a shared experience. As recruiting becomes an extension of your organization's overall strategy, it becomes easier to create these experiences.



Brian Anderson is Creative Copywriter at BambooHR. He has written content on several aspects of productivity improvement for BambooHR and FranklinPlanner.com.



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The logo for the HR Virtual Summit is written in a white, elegant script font. The letters 'HR' are at the top, 'VIRTUAL' is in the middle in a smaller, spaced-out font, and 'Summit' is at the bottom in a larger, flowing script. The background is a vibrant blue with white clouds in the upper corners.

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Why Every Hiring Manager Needs An ATS

New technology allows ATS products and tools to be more competitive

 By Sylvie Woolf

In the recruiting world there has long been a division among HR professionals: they either praise the time-saving properties of an applicant tracking system (ATS) or they believe an ATS doesn't catch all suitable applicants. Applicant tracking systems have come a long way in recent years and new technology allows products and tools to be more competitive. Currently, around 75% of recruiters and hiring professionals [use a recruiting or applicant tracking system](#).

When a company is looking into purchasing an applicant tracking system, there are many factors, such as cost, user experience and level of automation, to consider. Each company must take these factors into consideration for itself based on size and need. However, [applicant tracking systems have proven benefits](#) which make them a must for every hiring manager. Take a look at why an ATS should be your next HR technology purchase:

Improves Candidate Experience

Applicants like to be updated on the current status of their application, but with so many resumes to go through, it's tough for a recruiter to get those updates out. [Forty four percent of workers](#) who didn't hear back when they applied for a job said their opinion of the company worsened.

An ATS resolves this issue by automating responses and social job postings. Features like an automated "thank you for applying" template

gives acknowledgement that the application was received and keeps candidates in the loop, even if it is automated.

"The ability to automatically update candidates as their resume or application moves from one stage to another sets you apart on the candidate experience." - Kyle Lagunas ([@KyleLagunas](#)), Research Manager, Emerging Trends & Technologies.

Candidate experience relies on accessibility, efficiency and scalability. Mobile applications are a must in improving candidate experience. Forty percent of candidates abandon the application process when the application is not mobile friendly. An ATS can make it easy for a company to offer this benefit to a candidate, allowing them to apply at anytime from anywhere.

Saves Time and Money

Once recruiters and hiring managers get past the learning curve of an ATS, it is quickly realized how much time can be saved. Automation takes many of the small, repetitive tasks and leaves the recruiter time to spend on more meaningful processes. Things like automated social sharing, email templates and delegating tasks are all being done by the software. A small company with only 8 employees can save \$10,000 in [wasted time and effort](#) using an ATS.

Often times hiring managers turn away from the thought of an ATS because of the initial cost



to implement the software. When companies combine job ad spend, internal time and agency fees, implementing an ATS is cheaper. On average, companies receive around 250 applications per job opening. If a company has only 25-50 job openings, the wasted time and effort starts to add up.

Integration is another piece of an ATS that saves time. Integrating background and reference checks allows time to be saved through automation, and it keeps the organization in compliance and the recruiting funnel free of bottlenecks. The majority of [applicant tracking systems integrate with job boards](#) as well, which means no more copying and pasting throughout multiple job boards, the ATS posts it all seamlessly.

Boosts Recruiting Strategy

You can't manage what you don't measure, and that's why every hiring manager needs an ATS with recruiting analytics. A tremendous amount of data is available to be analyzed in one place.

Hiring managers can use this data to come up with conclusions to further a long-lasting sourcing strategy. For example, a team can look at the efforts of a certain recruiting campaign to determine what brings the best results and what's a waste of time.

One of the most important recruiting metrics is time-to-fill. Knowing the average time to hire allows companies to set appropriate expectations and helps forecast for future needs. 20% of companies [that implement an ATS](#) report reducing their hiring time.

With many companies receiving thousands of applications and resumes each week, it's necessary they have a helping hand. Successful software systems offer full-service platforms that integrate things like skill assessments, onboarding programs and performance management. Over half of organizations have seen these recruiting trends and plan to make a major HR technology purchase over the next 12 months, so why not start looking for an ATS now?



As Director of Client Service at ClearCompany, **Sylvie Woolf** actively works to scale and grow the business, while driving value and customer success at every level. Sylvie directs the department's remarkable team of specialists who consult with and support ClearCompany's diverse clientele, delivering best-in-class client service. Sylvie serves as a strategic partner to executives within the company's client base, ensuring that its platform not only assists with administrative concerns, but also solves large-scale business needs.



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The State of Artificial Intelligence in HR

HR professionals will see explosive growth in their use of artificial intelligence (AI) over the next five years. This growth will not only transform HR technologies but will have a major and perhaps unsettling impact on the workforce. In fact, the study found that nearly twice as many HR professionals envision AI-related technologies causing a net loss in jobs rather than those predicting a net gain. In the meantime, what steps should organizations take? Read our 8 key takeaways.



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Making development of women leaders a priority

Few HR professionals believe that gender diversity is a high or very high priority for their CEOs. This finding may help explain why few organizations are accelerating the leadership development of women. Despite the public focus on gender diversity in the workplace, only 27% of HR professionals see commitment to gender initiatives from their CEOs.



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Supporting the Modern Learner

Many of today's organizations suffer from poor learning cultures and inadequate learning and development (L&D) functions. This can be an enormous problem at a time when most executives believe there are skills gaps in today's workforce. This study highlights today's L&D trends and challenges, provides suggestions for how organizations may boost learning effectiveness, and highlights how to help modern learners gain new skills.



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The Impact of Performance Management on Engagement

Good performance management practices drive higher employee engagement levels. The study found that many employers suffer from low levels of employee engagement, especially when engagement is defined as a willingness to give discretionary effort. It also found that when positive, proactive reasons motivated performance reviews, employees tended to be more engaged and willing to give discretionary effort.



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The State of Applicant Tracking Systems 2018

Learn about current challenges, HR preferences and future directions



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The State of Applicant Tracking Systems 2018

Learn about current challenges, HR preferences and future directions

In today's tight labor market, organizations continue to look for any competitive advantage that improves their ability to find, attract, hire and retain the best possible candidates. Many turn to applicant tracking systems (ATS) to improve their Talent Acquisition (TA) capabilities.

Applicant tracking systems, or ATS, entered the HR technology space shortly after the emergence of online job boards in the mid-1990s when more individuals accessed e-mail and other automated communications tools for their job search. HR teams had to adapt or get overwhelmed with the sheer volumes of data.

The evolution of ATS continues as social-media-inspired features and functionality appear, integration with other systems becomes more necessary, and artificial intelligence emerges as a feature with great promise. Along the way, job applicants' needs started to occupy a more prominent role in the core functionality of today's ATS.

To gauge the breadth and depth of ATS adoption and usage, HR.com surveyed the HR community during the summer of 2018.

Following are some of the key findings from the report.

Finding #1: Most responding organizations use ATS today. And, most of those that do *not* use ATS are considering implementing a system in future

About 64% of respondents said their organizations use an ATS, with this group split between point



solutions (32%) and solutions that are part of an integrated platform (32%).

Among participants in organizations with 1,000 or more employees, 87% use an applicant tracking system, whereas, for those in organizations with fewer than 1,000 employees, the ratio is 49%.

In what may reflect the growing importance of ATS to the talent acquisition process, most of the survey participants whose organizations are not currently using an ATS are either planning to add one or are thinking about it. Twenty-nine percent said they are implementing an ATS either within the year (19%) or later (10%). Another 37% are considering adding an ATS to their talent acquisition system. Only 34% said they have no plans at all.

Finding #2: Cost, followed by lack in leadership buy-in, are cited as main reasons most do not use an ATS

Fifty-seven percent of the participants cite cost as the primary reason they don't use an ATS, whereas about 23% said leadership won't support investments in ATS.

In general, organizational leadership usually finds ways to allocate funds to initiatives or systems they view as priorities. So, if recruiters believe their firm could benefit from an ATS, they will need to make a convincing case to leaders.

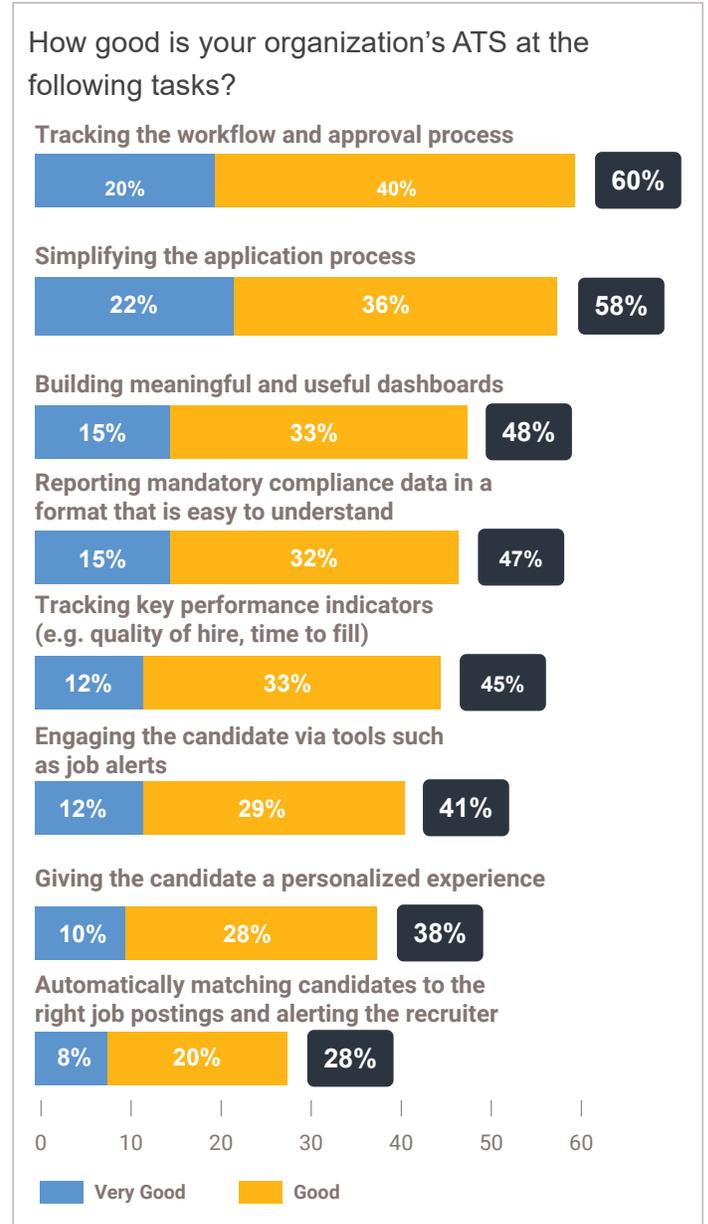


Finding #3: Organizations using ATS appear to be more effective in talent acquisition

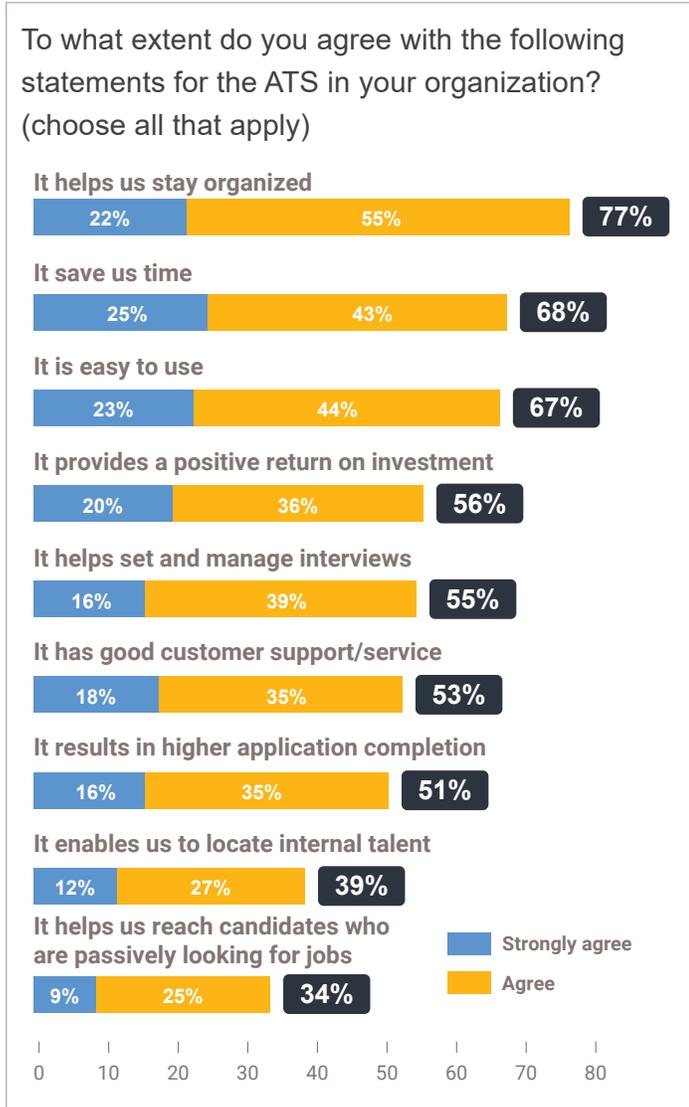
About 49% of the survey respondents said their overall talent acquisition is good or excellent. While we cannot draw a connection between the use of an ATS and the effectiveness and efficiency of talent acquisition, 57% of organizations using an ATS rated their talent acquisition good or better, whereas, only 37% of organizations *not* using an ATS considered their talent acquisition good and only 1% said excellent.

Strengths of ATS

1) ATS are typically good at tracking workflow and simplifying processes



2) Applicant tracking systems tend to help teams to stay organized (77%), save time (68%) and are easy to use (67%). In a majority of cases (56%), they also provide a positive return on investment.



Weaknesses of ATS

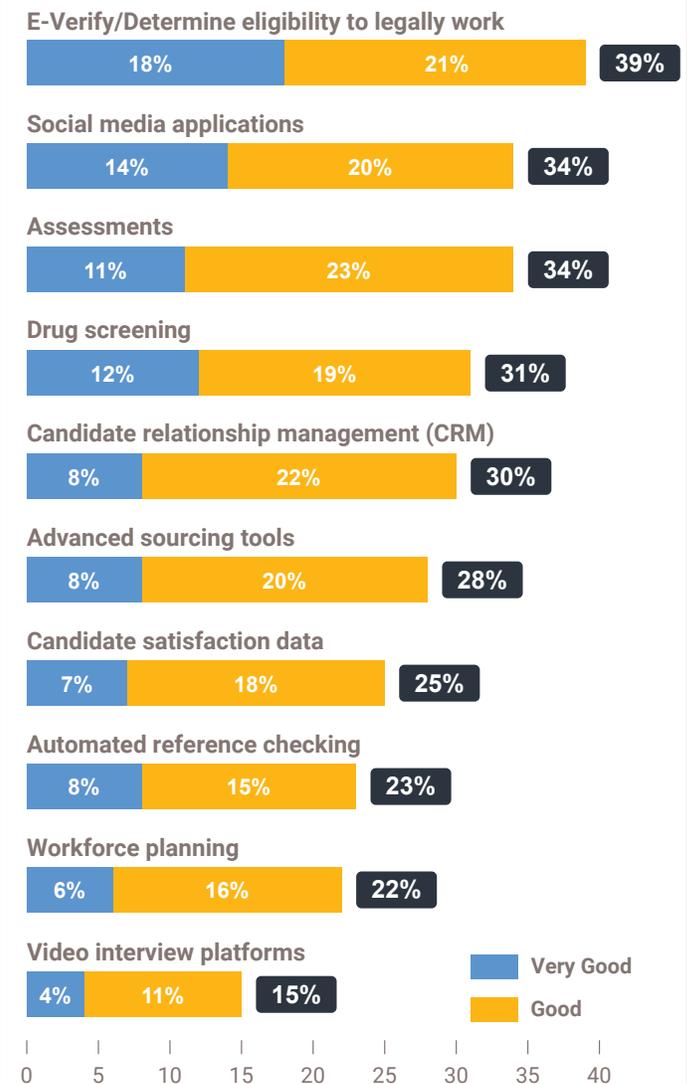
1) Most ATS are relatively poor at personalizing the hiring experience and at intelligent matching of candidates to job postings

2) ATS fall short in terms of enabling HR professionals to locate internal talent or allowing them to reach candidates who are passively looking for jobs

3) Most ATS don't typically integrate well with other systems

- Fewer than half of respondents said their applicant tracking system is good at integrating with anything at all.
- Management- and data-driven systems such as client satisfaction measurements and workforce management are both relatively new to the market, and ATS simply do not yet appear to integrate with them very well.
- Most ATS do not integrate well with video interviewing tools, which are still a relatively new addition to the TA solution set.
- Most ATS have mobile functionality these days, but few offer API for integration with third-party applications (34%) or candidate relationship management (33%)

How good is your organization's ATS at integrating with the following?

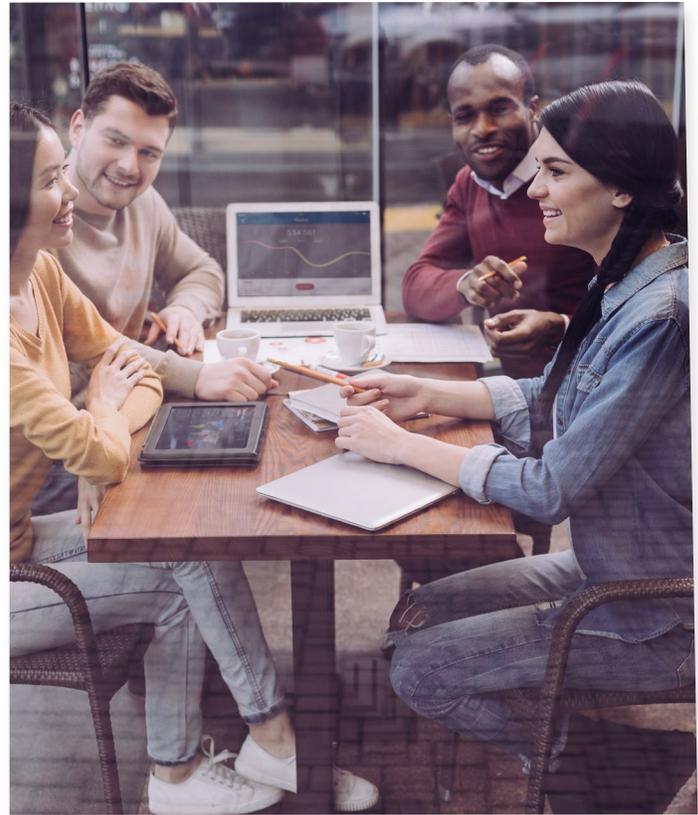


4) Reporting and analytics appear to be a persistent challenge for ATS users

- Fewer than half of the survey participants said their ATS was good at compliance reporting (47%), offering dashboards (48%) and tracking key performance indicators such as quality and time to hire (45%).

5) ATS does not offer functionality to gauge the candidate experience (52%)

What do you like least about your ATS? (choose all that apply)



Conclusion

Strategic talent acquisition goals may include improved quality of hires, greater employee retention, greater engagement with passive job candidates, better integration with other systems and a shortening of the organizational learning curve for newly hired employees.

If your current system’s functionalities are not satisfactory, look for ways of either upgrading the current system or seeking new systems that meet organizational needs better. ■

Exclusive HR.com Research

The State of Applicant Tracking Systems 2018

Learn about current challenges, HR preferences and future directions

[READ THE RESEARCH REPORT](#)

Keys To The Successful Adoption Of A New Applicant Tracking System

Making a business case to your senior management to make a large purchase can sometimes be intimidating

iRecruit™

 By Brian M. Kelly

Making the decision to invest in a new applicant tracking and electronic onboarding software for your Human Resources department can be a major undertaking.

Making a business case to your senior management to make a large purchase can sometimes be intimidating. You know you'd love to add an applicant tracking system (ATS) to your HR strategy. How do you demonstrate the value of such a purchase to someone who does not see the day-to-day minutia of your time consuming HR tasks like posting jobs to different job boards, or communicating with candidates? One option to offset the potential cost of an applicant tracking software is to investigate the Work Opportunity Tax Credit "WOTC," which can often pay for the cost of an ATS purchase.

An applicant tracking software can drastically increase your time-to-find, time-to-fill metrics, help you recruit and engage potential candidates more efficiently, as well as provide mandatory compliance reporting.

According to author, and talent management expert, Dr. John Sullivan, "You will lose significant revenue and productivity because vacant positions are open for too many days – the economic damage caused by having a revenue-generating position vacant longer than necessary may be as much as \$5,000 per day simply because a vacant seat in a sales job or revenue collection job can't create or capture revenue."



If you are currently working with a time consuming manual process, or are working with an older software, a new ATS can benefit you by significantly reducing your time spent on manual processes. In addition, an ATS and onboarding software can be used as part of your employer branding and recruitment marketing strategy. A good ATS will help you save time, and provide a positive return on investment.

Define Your Requirements

It is critically important for you to take the time to define your requirements as well as "nice to have" features, get your budget approved, and research available products. To define your requirements, start with your current processes. Are things done manually now? What would you need to do to replace the manual process while remaining as efficient as possible? What reports do you need? If you have an older ATS that you would like to replace,

improve. This could take several weeks to do. Think of your desired “go live date,” and work backwards from there to create a potential timeframe.

Most human resources software implementations take place over several phases that include a product demonstration, purchase, planning, set-up, user testing, adjustments to configuration, training, and going live. On average this can take several weeks, or even months depending on the complexity of your set-up and the availability of the individuals involved. It’s easy to lose your momentum during this period from the initial excitement of selection to going live.

Creating a plan, knowing your users’ training needs, and establishing a training platform are all vital elements in the success of launching your new applicant tracking software.

Plan, Plan and Plan, and have a Realistic Timetable

Create a project plan and assign a project manager who can help you stick to the deliverables. It’s easy to get off track when you’re busy and other projects clamor for your attention on a day-to-day basis. Carve out time on your schedule for important tasks with target dates for setting up, testing, training and going live. Know who will be involved during each step, and which tasks they are responsible for. An experienced project manager can help keep things on schedule when things get busy.

Establish a Go To “Super User”

Someone on your team should be the champion, mentoring others and providing support, assistance and advice. Someone who’s willing to take on the task of becoming the ‘super user’ who knows as much as possible about the software and how it works. The ‘super user’ should be involved from Day One, involved in the selection, set up and training, and working closely with your account manager. They may also be responsible for training the other users, and they understand it is an important part of your company strategy.

Training and Support for your ATS

Training is a key component of getting any software purchase up and running successfully. Training

should be a continuous ongoing process, not a *One and Done*. Some people are naturally resistant to change, especially if comfortable with a previous manual process or software, or not particularly technology savvy. It can be a struggle to get them onboard. It can help to provide a tailored hands-on training session to make sure they are comfortable with their tasks in the software, and that they can see the benefits of using it.

Understand that people learn differently, some people prefer hands-on (learn while doing), and others prefer to watch and learn. You may also like the option of having both live training sessions, and recordings so that users can watch on their own schedules. Regular training can help keep your investment on track.

How to Recover When it all goes Sideways

Should your software implementation stall at any point, schedule a phone call with your account manager to reestablish contact. Take time to look at where you are in the process, what has been set up, what tasks are still pending. Request additional training, especially if there has been any changes in the software. Set a new potential go live date.

About 68.3% of HR.com’s *The State of Applicant Tracking Systems 2018* survey responders reported that they implemented an ATS because they wanted to reduce time to hire. Following the above steps can help you have a successful applicant tracking and electronic onboarding software implementation.

Additional Resource

Dr. John Sullivan: <https://drjohnsullivan.com/articles/the-top-12-reasons-why-slow-hiring-severely-damages-recruiting-and-business-results/>



Brian M. Kelly is Managing Partner of Cost Management Services (CMS). CMS is focused on automating recruiting and human resources departments. Brian has taken his 25 years in the HR industry to design iRecruit & electronic onboarding tool iConnect to completely streamline the applicant tracking, recruiting & onboarding process.



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16 Ways Your ATS Can Improve the Candidate Experience

Crafting a great candidate experience requires the successful coordination of people, process and technology

JOBSCORE

By **Dan Arkind**

A great candidate experience makes recruiting a lot easier... but a 2018 HR.com survey of 500 professionals found that **50%** felt their ATS delivered a poor candidate experience.

As a former recruiter who spent the past 15 years building recruiting technology, I found this troubling. Crafting and consistently delivering a great candidate experience is worthwhile, but hard. It requires the successful co-ordination of people, process *and* technology.

ATSes unquestionably shoulder some of the blame for poor candidate experiences, but that's not the entire story. At JobScore we've seen recruiting

teams dramatically improve the candidate experience using basic features available in virtually every ATS.

The missing piece seems to be knowing what to do and mustering the organizational will to prioritize what's needed. Here are a few ways you can reduce friction and deliver a remarkable candidate experience:

Look great: Branding

Everyone wants to look fabulous, right? Most modern ATSes have the features to makeover your candidate experience, it'll just take some time, effort and a little talent.



Pro tip: Consider taking some quick snaps and short videos that showcase what it's like to work for your company. They don't need to be professionally produced... in fact, the more authentic they are, the better. Letting people see your team and environment early in the process helps everyone.

Job Description Editor: The centerpiece of any candidate experience is the job description. Put more effort into writing about what candidates care about: what they'll get to do and why the job is a great opportunity... not the skills you want them to have. A few lines of great copy can go a long way.

Media Library: You may have a careers site that tells your company story perfectly. Guess what? Most people don't see it. You know what everyone does see? Your jobs. Add pictures and videos to your ATS and embed them in your jobs.

LinkedIn Profiles: When people choose to work for a company, they are often really choosing to work with specific people. People are the #1 reason candidates accept a job and the main reason they choose to stay at a company. Punch up the LinkedIn profiles of the people in your interview process and share them with candidates as often as possible.

The Thank You Page: Virtually every ATS shows a thank you message after candidates apply. A snazzy message that goes above and beyond a standard "thank you, we'll be in touch" makes for a memorable candidate experience.



formatted files with information about the company can be attached to email templates for everything from interview confirmations to thank you notes and offer letters.

The Newsletter: A nice way to let people down easy is to suggest they subscribe to a newsletter that will inform them about future opportunities at your company.

Theme Editor: If you can, customize the appearance of your careers site to match your brand. You don't need to be an HTML & CSS wizard to do this - just add your logo, font and a few colors, and the transition from your company website to your ATS will be as smooth as silk.

Be responsive: Workflow

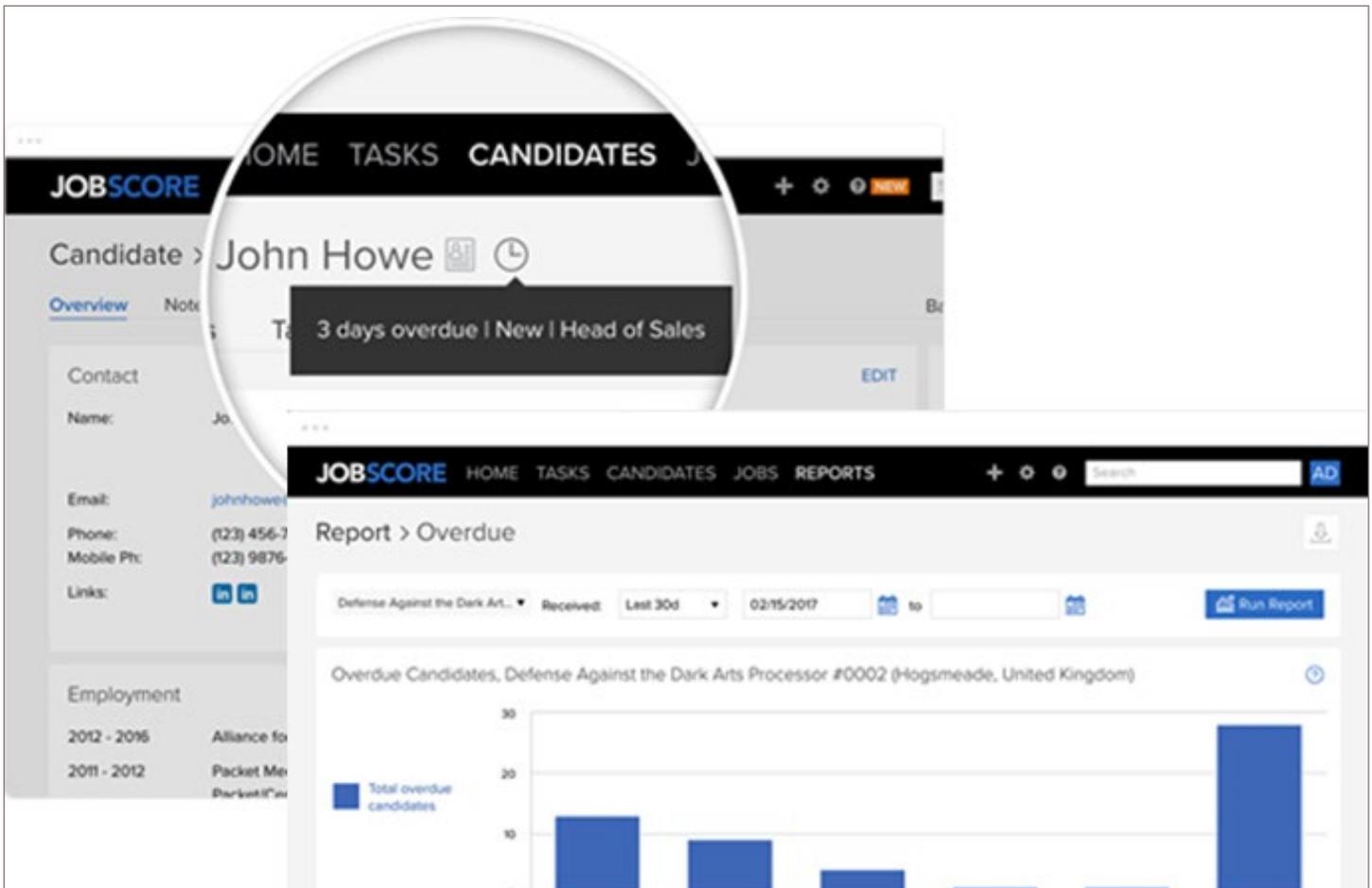
Candidates want information. They want quality information, and they want it fast. Nobody wants to feel like a number in a vast database, but your

“out of the box” ATS configuration will likely cause exactly that.

Delivering a fast, personalized candidate experience should be virtually effortless for your team as they work. Here are a few ways you can configure your ATS to make that easier:

Job Application Forms: Simple: Make them shorter. Delight candidates with shorter forms with simple questions that make it crystal clear what you are looking for ... you can always ask for more information later if they ace your knockout questions.

Email Templates: Most ATSes have powerful email templating functionality, but only include a few email templates out-of-the-box. Shoot for having 20+ awesome templates. When you choose from a menu of great messages that are customized for each stage of the process, candidates can sense you are catering the experience to them - and appreciate it. One size truly does not fit all.



Email Scheduling: When a candidate applies for a job, they're excited. If they get a "thanks, but no thanks" email a few minutes later ... that's not awesome. Consider setting up your decline emails to go out a few hours in the future, even if you do make quick decisions.

Interview Templates: Ever been asked the same question over and over in an interview? Not good. One of the best ways to improve the candidate experience is to script the interview process and establish who-asks-what-when using interview templates.

Notifications: Pushing the right information to the right people at the right time makes things easier. A good example, you ask? Pre-interview reminders that ensure your team has the information they need when it's time to talk to a candidate.

The single source of truth: Recruiting is a complex process that involves lots of people and systems. If everyone agrees to make your ATS the single source of truth where all data resides it helps you keep from getting your wires crossed; make fast (and better) decisions; and get into a cycle of continuous recruiting improvement.

Pro tip: Candidates notice when you have a very clear understanding of what you are looking for and do a good job assessing for it. Structured interviews reduce stress for all parties. Consider adjusting your recruiting intake process to make authoring structured interview templates and putting them in your ATS a requirement.

Workflow Stages: If you have a lot of steps in your workflow, your process is probably too long. The more you can consolidate stages and assessments, the easier it will be to move candidates quickly through the process. Speed matters.

SLAs: Candidates hate to wait. A great way to make your process faster and more transparent is to establish how long a candidate should be in each stage ... and have an escalation process if they are in a stage for too long. If everyone knows how long it's supposed to take to complete each step, it's easier to avoid having people slip through the cracks.

Reports: Every system has different reports, but two weekly reports are critical for the candidate experience: First, a report that shows if every candidate has been dispositioned and isn't sitting in the "new" stage with no response. The second helps ensure candidates don't "age out" and become "overdue" - so it's easy to provide updates to everyone in process at least once a week.

There you have it - 16 ways to improve the candidate experience. When you put the time in to configure and use the core features of your ATS you make it easy for your team to "put on a great show" for candidates that knocks their socks off.

If you need help marshalling the resources to work through this list, check out the first "hack" in our video on [practical free tips to create a memorable candidate experience](#).



Dan Arkind is CEO & Head of Product at JobScore.



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How to Use Social Media to Recruit and Hire

Ways to connect with talented people online



By **Dave Anderson**

Online recruiting is all about finding quality candidates and making connections with them. And social media is where people hang out online to express ideas and interact with each other.

According to GlobalWebIndex, the average internet user has more than 5 social media accounts. People go to these different communities to share what's on their mind and converse with like-minded people. Like a town center, social media sites have become the focal point for online interaction.

Sites like LinkedIn, Facebook, Twitter and a handful of others offer recruiters a tremendous opportunity to connect with candidates – many of whom would never be found through traditional sources.

Most companies use social media to recruit candidates, but not all are doing it successfully. In this guide, we'll discuss the benefits of social media recruiting and some ways you can connect with talented people online.

How to Recruit on Social Media

Every company should develop its own unique social media recruiting strategy. Here are a few basic ideas your company can use to get started:

- **Participate in the right conversations.** The key to recruiting on social media is to cut through the noise and find the right people. Being active in LinkedIn groups and using hashtags are great ways to get your job openings in front of candidates you want to apply. For example, #devjobs or #NYChiring can help you reach the right candidates on Twitter.
- **Take a soft approach and promote your culture.** Social media recruiting goes beyond posting



open roles from company accounts. You should also share content that shows your company is a great place to work so you can organically attract candidates. People love talking about companies with unique cultures, so this type of content often gets a lot of shares.

- **Don't overlook the niche networks.** Sure, everyone and their parents are on Facebook, LinkedIn, and Twitter these days. But you can find specific candidates by perusing niche networks and forums. For example, developers are sharing knowledge on GitHub and StackOverflow. Marketers are bouncing ideas off each other on Moz and Warrior Forum. And your next great leader may have just provided a thought-provoking answer on Quora.
- **Involve every employee.** You likely have some social media power users in your workplace. Encourage your entire staff to share openings and, in general, be an evangelist for your brand on social media. Some companies have strict social media rules but allowing your employees to talk about their work experiences in a responsible manner can pique the curiosity of a potential candidate.

- **Help your recruiters grow a social media presence.** Corporate accounts can only accomplish so much. Individual recruiters can make person-to-person connections with candidates but should first know social media best practices and use their accounts on a regular basis.

LinkedIn Recruiting Tips

Out of all the social media networks, LinkedIn is, of course, the best one for recruiting. Nearly everyone with an established career has a profile on the “World’s Largest Professional Network.”

You can use the site to attract active candidates and connect with passive ones. Here are a few tips for getting started at LinkedIn recruiting.

- **Fully complete your brand page.** A completed company page shows up in LinkedIn search results and gives you the opportunity to showcase your company culture. Job searchers will find the page, see your openings and learn everything they need to know about your organization.
- **Use filters to find the right candidates.** Since there are so many people on LinkedIn, recruiters can use filters to find potential candidates. For example, you can search by location, current and past company, years of experience, and a number of other factors that help you zero-in on candidates who check all the boxes.
- **Reach out with a personal touch.** Experienced and talented people hear from a lot of recruiters on LinkedIn. Don’t copy and paste the same message to everyone you try to connect with. Instead, mention what about the candidate caught your attention and made you think they would be a good fit for your company.

The Benefits of Social Media Recruiting

The idea businesses can recruit and hire using social media is no longer a gimmick. It’s now a vital channel for sourcing candidates and promoting company culture. Here are some benefits of using social media in your recruiting efforts:

- **Reach the elusive passive candidate.** Social media is the best way to find and connect with passive candidates. LinkedIn is essentially

a directory of professionals organized by industry, company, job title and a number of other categories.

- **See talent and passion firsthand.** Many people use social media to make it known they love their career. You can find passionate people and learn what amazing work they’ve done and creative ideas they have.
- **Get resumes details without a resume.** On LinkedIn, and to some extent Facebook, you can view a person’s complete work and education history. You’ll know if a candidate has the experience the role calls for before you reach out to them.
- **Find a great culture fit.** Social media allows you to learn what a person’s hobbies are and even conclude what sort of personality they have. You can find candidates who are skilled and will also be a good fit for your workplace.
- **Filter out bad candidates.** Some people behave poorly on social media. You can determine if a potential candidate has a bad attitude by seeing what they share online.
- **Save money.** Unless you promote job openings through paid campaigns, social media recruiting is completely free.

Create a Social Media Recruiting Strategy

What works for one company, doesn’t always work for the next. Create a social media recruiting strategy that makes sense for your company and the roles you’re hiring for. Make it an extension of your broader recruiting and social media strategies so your entire company continues to operate like a well-oiled machine.

• • •



Dave Anderson is a Content Marketing Manager at Recruiterbox.



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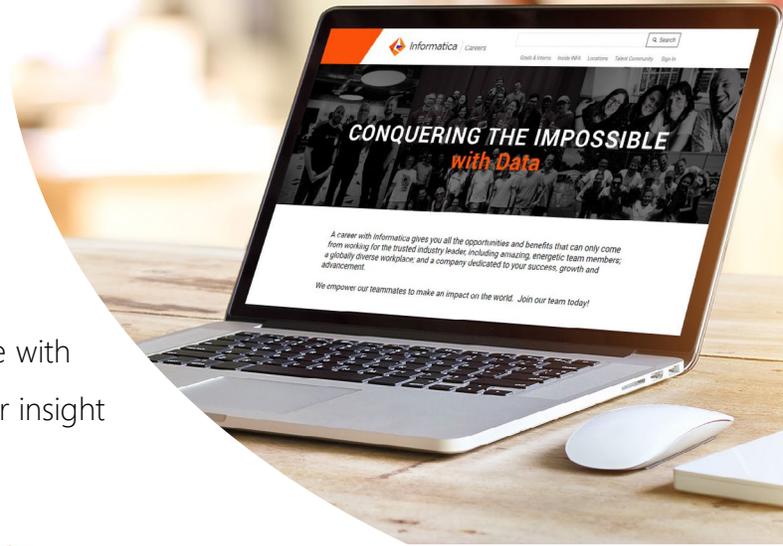
3. Grow



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The Challenge

After six months live with a previous vendor, Informatica came to a fork in the road as promises and functionality limitations started to hit a wall. The global team needed a **single talent platform** that could support their hiring needs, provide a technology architecture that would evolve with their business and present real-time actionable analytics for insight into their international workforce.



The Solution

The go forward plan: implement gr8 People's One-Experience Talent Platform. The platform offers full enterprise CRM, Recruitment Marketing and ATS capabilities.

Implementation included:

- Internal and external workflows
- Flexible offer letter functionality
- Data collection at various points in the hiring process to support onboarding and employee provision requirements

Embracing the gr8 People platform, Informatica has unified a strategic way to source, nurture and hire the company's growing workforce.

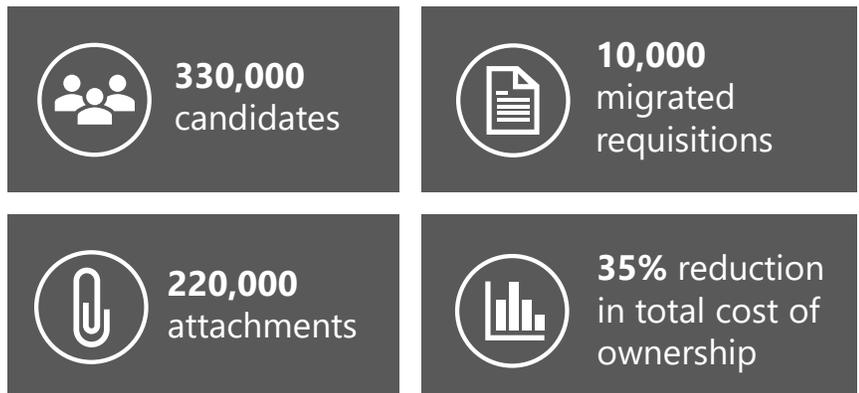


Informatica™

“The truly global enterprise experience that the gr8 People team has brought to Informatica has made the process of implementation and integration so smooth and headache free.”

-Mike Hogan, Director, HR Technology and Operations
Informatica

The Results





I am:

A talent acquisition pro.

A savvy sourcer.

An employer brand advocate.

A recruitment marketing marvel.

An engagement guru.

A candidate experience expert.

My day begins and ends with gr8 People. **Does yours?**

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gr8People.com



The State of Applicant Tracking Systems 2018

Talent Acquisition Excellence Featured Research
October 2018



For more information
Phone: 1.877.472.6648
Email: sales@hr.com
www.HR.com/epubs

LGBT Inclusion: Is Corporate India Ready?

| Beyond Section 377 of the Indian Penal Code



 By [Deepa Damodaran](#)

In a historic verdict, the Supreme Court of India on September 6, 2018, decriminalised the Section 377 of the Indian Penal Code (IPC) and made homosexual relations legal among consenting adults in private.

A five judge Constitution bench of the Supreme Court

unanimously decriminalised part of the 158-year-old colonial law which criminalises consensual 'unnatural sex'.

While on one hand the highest court of law of the country delivered a landmark victory for gay rights in India. On the other hand it is still beyond doubt

that the road ahead is long and ardent for the LGBT community to get the fair share of their rights; especially when social acceptance is yet to come.

Ashok Row Kavi, a journalist-turned-gay-activist, who founded the Mumbai-based LGBT rights NGO Humsafar Trust in

1994, says, "We are now more impelled after the verdict. It is still not safe for us and we are facing backlashes. Now that the verdict is out, the actual problems are coming to the front. The societal issues are large. A person belonging to the LGBT community cannot nominate their partner in an LIC policy, and even your will can be challenged in the court of law if your gay partner is a nominee." He was speaking at the SHRM India Annual Conference & Exposition 2018 held recently in New Delhi, India.

Ashok has been one of the many petitioners who fought for removing Section 377. He is also the first man to publicly come out as a homosexual in India way back in 1984.

Is Corporate India LGBT Inclusive?

A few companies have already began their journey towards gender equality and a more inclusive future, however, their numbers are grossly low.

"There is nothing that is prohibiting companies from being more LGBT inclusive. However, many are still not very open about their inclusive policies. They fear this would lead to abetting of crimes in office. Most still follow the 'Don't Ask, Don't Tell' policy," notes Veena Gopalakrishnan, an Employment Law Expert at AZB & Partners.

Companies such as Godrej, ICICI, The Lalit hotel chain, and

Barclays have opened doors for the 90 million people who identify themselves as LGBT in India. As per studies, companies that have an ethnically diverse workforce outperform their peers by 30-35%. However, there is also a prejudice that the LGBT community does not have merit, so not many are open to hire from this community.

Amita KaradKhedkar, a transgender herself, who is the Assistant Vice President at Barclays, likes to differ. As she says, "When it comes to meritocracy, we assume that meritocratic recruitment is purely meritocratic. Secondly, we assume that merit is clearly articulated and defined. Thirdly, we strongly believe that representation based hiring is not meritocratic. All these assumptions lead to unconscious bias and that leads to not having representation."

The community is being shut out from several other fronts too. HR has to start rethinking a lot of its policies to bring in actual diversity and inclusion.

"Is the company unintentionally practicing a hostile environment by not being gender just? This can affect its productivity. Are there gender neutral bathrooms in your company? Is the LGBT community represented in your sexual harassment policy or your corporate insurance policies? Is there a 'Ghar Vapsi' model practiced for those who were forced to leave, for those who have undergone a gender

transformation, or are on a sabbatical due to the fear of repercussion? One needs to start thinking from all these fronts," adds Amita.

Conclusion

The journey ahead won't be easy. However, the onus is on HR and on the company's leadership to make its workplace safer for all its employees.

There are 300 LGBT organisations in India. Companies should take help from them to build LGBT sensitivity at their workplaces and create more open work environments to avail this \$1 trillion worth global economy.

"Companies should start reviewing their policies, benefits, redressal mechanisms, sensitize its workforce and lead by example," signs off Veena.



Deepa Damodaran is Editor of Excellence Publications at HR.com.



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Conversations = Conversions: Why Live Efficiency Is Essential In A Candidate-Driven Market

While ATS is vital for recruiters, live chat software is the essential efficiency tool for candidates

 By **Stephanie Benfield**

Applicant tracking systems have long been used for their efficiency and praised for how they can help to speed up recruitment. Research has shown that around three-quarters of recruiters use some form of applicant tracking software with overwhelming success as [94% of HR professionals](#) believe that ATS improves the hiring process.

While the benefits of ATS are undeniable for recruiters, it does not solve the solution of securing top talent. Perhaps, somewhat cynically, it just speeds up the rate in which you can lose top talent. For ATS to have the profound effect on recruiting that is expected, the focus needs to switch. Instead of concentrating

on the efficiency for recruiters, we need to look at the efficiency required by candidates.

The Candidate-Driven Market

Since the financial crisis of 2007-2009, there has been a seismic shift in recruitment. Instead of an abundance of applications to screen, recruiters now have to deal with the reality that top talent is harder to find and secure. In fact, [90% of recruiters](#) believe it is a candidate-driven market. This is thanks to the abundance of opportunities and offers available to top talent. Understandably good news for careers but harder for those in talent acquisition roles.

While applicant tracking solutions are making life easier for recruiters and organisations, they are not addressing the most critical need that recruiters are facing today: how to attract and convert top talent in a candidate-driven market.

The Rise of Live Chat

One of the most prevalent tools being used by businesses with an online presence is live chat software. For e-commerce and lead conversions, live chat is no longer a nice to have but an essential website tool. Research has found that [77% of customers](#) will not make a purchase if live chat isn't available on a website. While candidates are not buying



from you, they are certainly buying into your service for securing an excellent role in a top organisation.

Regarding conversions, live chat leads the way again. Studies show that [35% more people](#) will buy after using a web chat service. Following this, 63% of consumers say they are more likely to return to a website if it has a live chat function. When you put these statistics in terms of recruiting, you may be able to obtain 35% more applications from relevant candidates through live chat while 63% of job seekers are more likely to return to your website for future applications and opportunities.

For all businesses and individuals, live chat services the growing need for instant results and 24/7 engagement. The job hunting market, much like e-commerce, is moving towards the requirements for instant availability and immediacy of information.

Why Live Chat is Essential for Recruiters

Recruitment is no longer a nine-to-five job. Prospective candidates are scrolling through recruitment websites and company website 24 hours a day. By only being available eight hours a day, you may be missing out on up to two-thirds

of leads. Of course, it may not be cost-effective to staff your recruitment office 24-hours a day purely on the potential of securing leads.

However, live chat can help to maintain engagement and ensure conversions even when you are not in the office. You can outsource your live chat function to a third-party provider. Furthermore, even if your live chat function is offline during the evenings, the fact that it is present (and candidates can leave a message), the engagement remains 24 hours a day.



Conversations = Conversions

Some of the big-name recruiters such as the UK Army, Royal Navy, Royal Air Force and PwC all use live chat on their website to tempt web users to convert into applicants. Similarly, many top universities deploy live chat software into securing student enrolments.

However, take up in all areas of recruitment is slow. When you consider that top talent and recruiters are incredibly busy, live chat software could be saving time and reducing hiring time; something that recruiters, businesses and individuals all want.

In daily life, candidates expect immediate responses and live chat capabilities. We have now entered an age where two-thirds of customers do not believe any on-hold phone time is acceptable while [42% of consumers](#) think they should not have to wait more than an hour for a social media response. Seventy nine percent of individuals like live chat because of its immediacy.

Taking the time to add live chat in your recruitment process could seem like an additional burden which you are trying to streamline with ATS. However, it can actually save time. From removing the nuisance of playing phone-tag to pre-screening candidates; your live chat can be an integrated function for your ATS. Ultimately, both aspects can work together to drive efficiency from both the sides of the candidates and recruiters.

Three Ways Live Chat Can Drive Recruitment Efficiencies

1. Overcome technology issues

[Sixty percent](#) of candidates claim they have been unable to complete an application due to technical issues. With live chat in place, you can talk candidates through the process and help with any technical hurdles they face, before they give up and you lose applicants.

2. Check-in

Delays in the recruitment process are commonplace. However, live chat provides a quick and casual

way to check in with candidates. Checking the timings on the ATS can ensure you stay in the loop with candidates and can resolve issues and concerns before they become more significant problems such as candidate withdrawing from the process.

3. Candidate screening

Many candidates freeze in an interview situation. However, the informal nature of a live chat can help to reduce the nerves and provide an initial screening level. Live chat is less time consuming than arranging phone interviews as recruiters can manage multiple screenings at the same time.

4. Using Live Chat to Further Your ATS

Make your applicant tracking system work harder for you with the immediacy of live chat. See conversions increase, speed up job placements and make sure you secure top talent in the ways they want, as quickly as possible.



Stephanie Benfield is Director and Writer at Contently Consulting Ltd. She is passionate about driving efficiencies and helping businesses to continually improve.



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The Power And Pitfalls Of Applicant Tracking Systems

Recruiters need to be on top of
law and regulatory changes

 By **David B. Weisenfeld**

Digital platforms are important tools for HR teams. They have transformed *how* we work and have reshaped *where* we work and *who* we can reach.

Today's HR professionals have a wide range of digital platforms and apps at their disposal to bring greater efficiency, and better outcomes, to the hiring process. Hiring is a stressful, time-consuming task that can swallow up whole workdays. The amount of research, planning and interviewing it requires can be taxing.

Applicant tracking systems (ATS) can provide big benefits, especially for those organizations that recruit frequently and find themselves managing a wide array of applicants. This software allows employers to sort through applications easily and helps identify applicants who meet minimum qualifications. Employers need to take care, however, not to include possibly discriminatory questions as part of the sorting process.

Potential Pitfalls of ATS

One of the most notable new employment law trends involves the advent of state and municipal laws that prohibit employers from asking salary history questions. The rationale behind these laws is that if employers are restricted from asking salary history questions, then applicants who may have been underpaid in the past for discriminatory reasons

will not have their compensation history used against them.

While the laws banning salary history information have similarities, there are variations that employers, particularly multistate employers, need to be familiar with.

Another issue employers need to be aware of when setting up an ATS is the plethora of “ban the box” laws affecting private employers that have sprouted up in many states and municipalities. The name stems from the box on job applications that prospective employees are often asked to check if they have ever have been convicted of a crime.

These laws make it illegal to include criminal history questions on initial job applications, and some go much further to restrict such inquiries until a conditional employment offer has been extended. This is especially true at the municipal level.

The primary goal behind these measures is to prevent qualified, rehabilitated job applicants from being automatically excluded from consideration without the chance for an interview. Ban the box laws are also thought to reduce recidivism and are increasingly prevalent. Employers need to stay abreast of this “ban the box” trend.

Harnessing the Power of ATS

ATS can be a powerful tool in the recruiting process. An ATS allows you to check your pipeline of candidates from your phone, which is convenient for those who are on the go. The ability to change the status of a candidate if you have been in contact with them is a feature that is useful for recruiters who are not always at a computer. They keep resumes in one place, helping recruiters and hiring managers stay organized as well as EEOC compliant.

With an ATS, you can set certain criteria for each applicant, and it will sort and rank candidates, so you can spend your time reviewing the most promising ones. Most ATS solutions rely on certain keywords you designate to organize the influx of documents. If you are looking for candidates who are knowledgeable in certain areas or possess specific certifications or degrees, you can program your ATS to scan the applications, CVs and resumes for those keywords.

For example, if the position you need to fill requires a bachelor's degree in marketing or advertising, the ATS will pick up on those keywords and rank the application higher.

To ensure maximum value from an ATS, communicate to potential candidates who apply for positions at your company that they submit their resume or CV in a compatible format that your ATS can read.

It is important to set up your ATS filters to get as many qualified candidates as possible. Note too that ATS solutions are designed to support and streamline the applicant screening process – they are not a replacement for due diligence and ensuring that your company follows good and ethical hiring practices.

ATS solutions have added several new capabilities as the hiring process has changed over the years. Social media has become an important factor that employers look at, and now many ATS solutions integrate with social media platforms, the most

common being LinkedIn, which has partnerships with several major ATS providers.

Many ATS solutions also offer helpful reporting tools designed to help make better recruiting decisions. Collecting certain pieces of information, like finding out where an applicant heard about the job, and can give you insight into your recruiting process.

- Other features you should look for in an ATS solution include:
- Collaboration features that allow team members to leave feedback and comments on applications;
- A comprehensive history that notifies you if a rejected candidate applies again;
- An interface that allows you to easily view applicants for multiple job listings;
- Scheduling features to set up and organize interviews; and
- The ability to organize applicants by position in the hiring process, such as phone screening, interviews and follow-ups.

Applicant tracking systems can be a boon to recruiters and HR managers who want to save time and work more efficiently. However, laws and regulations are constantly changing, which means recruiters need to stay on top of these changes to avoid costly and painful compliance violations and penalties.



David B. Weisenfeld is Legal Editor at [XpertHR](#).



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5 Future Trends In Talent Acquisition That You Must Know About!

Can technology shorten the hiring cycle for recruiters?

By **Mohamed Yoosuf**

There are two tough questions that every recruitment professional should find answers to - What and How? What should be the qualities and skills that best describe the perfect fit for the job and how to reach and engage this talent? These two factors combined make recruitment one of the most challenging human resource related activities.

Despite being a well-connected world, finding the right kind of talent has always been difficult. Most probably since the challenges have walked hand-in-hand with the technological advancements the task is easier said than done. Any bad-hire who is not culturally aligned with your firm can cause a negative ripple effect on the output of the team as a whole.

According to a recent CareerBuilder survey, 27% of the employers say that a bad hire costs them up to \$50,000.

Challenges in Using Social Media for Recruitment

Following are a few reasons why recruiters will find it difficult to leverage social media for talent acquisition.





Everybody is interested in building a good-looking social profile and hence identifying genuine talent can become difficult.

The amount of content shared on social media makes recruiters think and work hard to catch attention of the users. Money spent of recruitment ads doesn't actually turn up the desired results.

Networking sites like LinkedIn or Twitter don't allow recruiters to send personal messages to potential candidates who are not directly connected.

Also, the usage of mobile devices to access social media and the internet has increased by leaps and bounds. Many of the recruiters do not have their platforms optimized for mobile devices.

The Future Trends: What's Next in Talent Acquisition?

Mobile devices and social media are leaving an everlasting impression on talent acquisition and any future trend will be built by an augmentation of these two platforms. The focus will be more on streamlining the voluminous data on job seekers and passive candidates to produce more time-friendly and relevant matches.

1. Crowdsourcing

Crowdsourcing combines the strengths and thoughts of millions of like-minded professionals in achieving

desired goals at a much lower cost and time. Crowdsourcing is considered to be a major trend in the world of recruitment and promises to change the landscape for the good.

One of the innovative solutions to talent acquisition is to use crowdsourcing as a platform to identify and attract talent. Every person on the internet is connected to hundreds of professionals who are active job seekers and passive candidates that any recruiter would like to reach and attract. So, every candidate presents a probable gold mine that is waiting to be tapped.

2. Big Data Analytics

The time spent by recruitment managers to sift through the profiles of hundreds of candidates keeps them away from doing their actual job of hiring. Big data analytics allow businesses to find patterns from a huge amount of data and make strategic business decisions. Likewise, big data analytics can also use social media and career sites to collect information from a number of candidates and analyze it to identify the right kind of talent that is the perfect match for the job.

So far recruitment managers are focused on hiring the best talent and measuring their performance on parameters like number of hires made, cost and time spent etc. with no qualitative context added to it. With the advent of big data analytics, this scenario will be reversed where the

performance of recruiters will be measured by the quality of hire they make.

3. Web Scraping

Harvard Business Review reports that web scraping helps recruiters in estimating the IQ and personality of a candidate with almost 50% accuracy of scientifically validated tests.

The data available on the web is huge and it needs to be cleaned, collated and studied for better decision-making about the candidates. This practice of collecting data comes along with privacy concerns but the feasibility of the process cannot be singled out.

It may be a long way before using web scraping as a method to build algorithms that garner and analyze data about candidates, but it is on the cards for sure.

4. Virtual or Video Interviewing

As a result of globalization, businesses are becoming geographically distant, at the same time more connected with the rest of the world. This allows video or virtual technology to enter into the business for connecting people. Jet, an e-commerce start-up has come up with virtual reality enabled immersive experience that can offer the potential candidates a real-time view of the office and other facilities at Hoboken, New Jersey.

Even though virtual reality has to gain momentum as a widespread



technology deployed in talent acquisition, videos are already becoming a part of interviews. Videos enable interviewers to read about the candidates, their nuances and body languages etc. The phone screening process will be soon replaced by video interviewing as businesses can make use of Skype or Google Hangouts at zero cost for a face-to-face interaction. Video interviewing tools are also on the rise, a few of them are Spark Hire, eCrute, Recruitby, etc.

5. Gamification

Retaining candidates through interview processes is very challenging. Hence interviewers have started incorporated gaming mechanisms in context with the interview process. Google attracts new talent by allowing them to compete in Google Code Jam in which the participants

develop codes and win monetary prizes. This allows the tech giant to identify bright talent and offer them the right job. It's not just recruitment, but also training, employee retention etc. that are facilitated by the gamification of human resource related activities.

Companies like Deloitte, Zappos, Aetna have already adopted gamification in hiring, training and retaining their employees. Many companies have started feeling that the interview process and the questionnaire are not enough to measure the performance of a candidate and gamification does the job more effectively and in a better way.

Although the world of recruitment is always changing, you can expect these trends to rule at least for the next couple of years.



Mohamed Yoosuf is Sr. Marketing Executive at Compunnel Inc. Yoosuf is an astute brand building specialist who is keenly interested in exploring how digital marketing platforms help brands build their future workforce. In the world of artificial intelligence, he is fascinated by the roles of machines, robots and humans in the workplace and what their association holds for businesses in the future.



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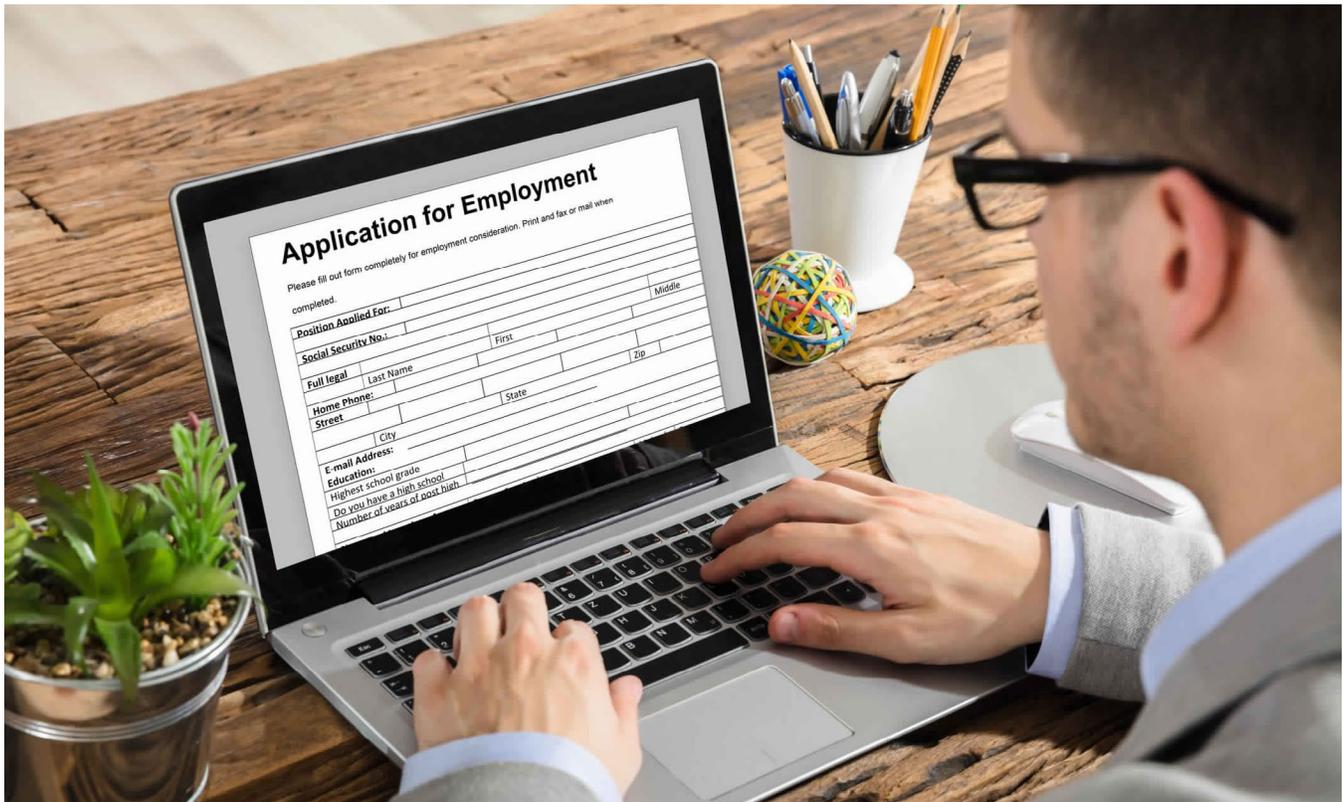


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The Future Of Applicant Tracking Systems

ATS can grow with the industry and add new advances to its roster of functions



By **Jeanette Maister**

To many people, [applicant tracking systems \(ATS\)](#) may seem out-of-date, but the reality is they're a piece of technology that have open opportunities for improvement and innovation. Like a computer with multiple USB plug-in spots, applicant tracking systems are designed to work *with* current advances in technology to create a faster, better, stronger recruiting machine. With that in mind, here are our predictions for the future of the ATS:

Strengthening the Talent Pipeline

Developing, managing and nurturing candidate relationships are becoming vital partners of the future of ATS, and talent acquisition. [Nearly four out of five candidates](#) say the overall candidate experience they receive is an indicator of how a company values its people, and [58% of candidates](#) with a prior negative impression of the hiring organization said they would not apply again in the future. In order to acquire

top talent (and keep them in your teams), building candidate relationships must be a top priority.

How does this fit in with an ATS? [Candidate relationship management \(CRM\)](#) software helps to automate each step in your recruitment marketing process to help you nurture the right relationships and strengthen your talent pipeline. It integrates with an ATS and is able to promote the job description while nurturing candidates with unique communication and a tailored, relevant experience.

One specific CRM feature that will help to further talent pipeline nurturing is SMS capabilities. [73% of job seekers](#) prefer to receive targeted job opportunities via text so integrating a CRM with your applicant tracking system that does having texting capabilities makes attracting and engaging the best and brightest easier than ever before.

Maximizing Efficiency with Algorithms

Simply predicting if someone will be a good fit is not enough anymore. For example, just because you have a candidate with an impressive set of diplomas doesn't necessarily mean they will be a rockstar employee. Some educated candidates may be naturally good at taking tests and passing classes, but traits like work ethic, goal-driven passion and determination can't be gleaned from an academic test.

Enter [Intelligent Automation](#) and, more importantly, Intelligent Selection. Recruiters need to know who is most likely to accept an offer and stay with the team long enough to make a real impact. Intelligent selection has the ability to measure skills, cultural fit, offer acceptance probability and probable retention. Using intelligent automation to power your ATS enables employers to automate interview scheduling for the most qualified candidates, reshape the talent acquisition process and allow you to bring in the best, most diverse talent out there.

Intelligent selection improves the overall quality of hire by using prescriptive analytics rather than just predictive to give recruiters a recommendation based on overall job fit, acceptance probability, retention

and more. It's the partner ATS needs in order to grow a company-wide culture of upward talent mobility.

Promoting Your Internal Talent Faster

The future of the ATS is no longer talent-driven, it's *team-driven*. Talented employees are combining into groups of highly-skilled, dynamic and diverse talent – AKA, a talent workforce. The more talent a firm has the stronger it's talent workforce, but the strongest talent usually comes from within. After all, internal hiring is [6x more effective](#) than all other sources of hiring.

But how does this fit in with an ATS? [Career opportunity software](#) provides the means to nurture internal talent for growth. Why? Because no one wants a dead-end job. Your employees want opportunities for growth and setting them up on a path to success is faster and more cost-effective than recruiting new talent from outside the firm. Plus, it keeps your best talent in your firm longer. Using an internal career opportunity platform gives the talent acquisition team the ability to customize application forms that leverage existing employee data and gather information unique to internal employees.

Essentially, internal talent can be fast-tracked to best-fit opportunities because their information is already being tracked by the system. This will give recruiters a better idea of how an individual may fit on a team and perform in particular situations. This information helps recruiters better form teams of talent based on existing employee pools of candidates.

The future of the ATS is continuously growing, but it's a technology that isn't black or white. Applicant tracking systems have the ability to grow with the industry and add new advances and innovation to its roster of functions.

• • •



Jeanette Maister is Head of Americas at [Oleco](#).



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HR Tech And ATS Integration: It Should Be As Easy As Building With LEGO

Today, you are no longer limited to the out-of-box functionality of your ATS/HRIS

 By **Walter Hueber**

The reality in today's HR technology landscape is that there is an abundance of tools, solutions and software available to design a recruitment process that meets your needs. Why adjust your needs to the limitations of the functionality in the solutions you are already using?

In theory building a recruitment process has become just as easy as building with LEGO. In practice that is not (yet) always the case. Here are 3 reasons why building a recruitment process should be just as simple as building with these wonderful colorful bricks from Denmark.

#1: Be Creative. There is no Limit to Your Imagination

Do you remember building a LEGO house when you were a kid? It is your design. Nobody told you how to build it. You decided the lay-out, color and features. Remember this when building a recruitment process. Don't copy, but look at your unique recruitment needs based on the type of roles, the sheer recruitment volume, geographical scope, diversity issues and any challenges that you are facing within your organization.

Today, you are no longer limited to out-of-box functionality of your ATS/HRIS. You will have picked one that can integrate with anyone, so just focus on what you need to design your perfect process. There are plenty of great tools out there and their number is increasing every single day allowing you to build a fit-for-purpose recruitment process.

#2: Make Sure the Bricks Actually can Click

Select your technology components with the utmost care for integrations capabilities. Can these providers walk-the-walk or can they only talk-the-talk of integration? Just like the fake bricks don't click as well as they promised, make sure that you look beyond the loads of relevant functionality and a super-easy to use interface.

As important as they are, assessing actual integration capabilities of your ATS or HRIS or any niche application is equally important. It will be worthwhile involving an IT specialist to assess the integration capabilities and maybe talk to some reference clients to get their experience. Integrations are made with APIs which are documented and therefore can be evaluated. It does not take a



whole lot of time to get a comprehensive view on integration capabilities.

#3: Build and Rebuild in a Continuous Circle

Whatever the process you have designed with the bricks you carefully selected to be part of your unique process, at some point you will need to be prepared to adjust and rebuild. The LEGO house you built as a kid probably only lasted a couple of days before you demolished it entirely only to rebuild it from scratch. Don't worry, your recruitment process will last a lot longer and there is no point in demolishing it entirely.

The point here is that you will never be finished. The world changes, possibilities grow and your organization's needs will evolve. Why make your recruitment process evolutionary? Stop looking at it as a static process, but approach it more dynamically by constantly optimizing and rebuilding. As long as the bricks click, that should not be a problem.

In the recruitment industry, innovative technology is becoming more accessible and affordable to companies, the current market environment allows for both small and large companies to succeed. Small, specialised agencies are able to compete with larger ones, provided that they have the right technology in place. LinkedIn opened up a talent pool waiting to be tapped, giving recruiters access to all the tools necessary to source, approach and interact with potential candidates.

Most recruitment agencies are also using applicant tracking systems (ATS) to manage their recruitment process and present potential candidates to employers. In order to stay ahead, staffing and recruitment companies are forced to constantly optimise their processes and stay on top of new developments to create and sustain a competitive edge.

When we initially developed the Cammio video recruitment platform a number of years ago, we



classified our application is specialized. We are niche, not in terms of adaptation or market size, but only in a sense that we cover a specific part of the recruitment process and try to do that very well. In order for our clients to benefit from our ability to add personality to the CV, we decided to build both a great platform and at the same time a great API (application protocol interface) that would allow us to integrate our expertise with the endless HR technology applications and tools out there.

Today I am proud to say that we have already built close to 30 integrations allowing our clients to combine Cammio live, automated or video pitch interviews with their applicant tracking systems, HRIS or online assessments. Our clients can design the process that they need, while we make sure we click and work with both our clients and partners to constantly optimize the process. And we won't stop there.

Looking around me I see ever more niche applications being introduced into the HR tech space. And as soon as their usage, client size or volume gets serious, they will need to integrate. And the integration will need to be as easy as building with LEGO.

#4: Integrated VIDEO-POWERED Recruiting

In order to stay ahead in today's dynamic and increasingly competitive recruitment market, companies need to make sure they can be efficient in finding and retaining the best candidates.

Because creating the best matches requires a screening process that goes beyond the CV. Insights in the personality, competences and cultural fit of a candidate are crucial in identifying the right talent.

Agencies can get ahead in the search for talent by powering their processes with video. Recruiters using video to pre-screen candidates are able to speed up their process, while gaining a better first impression of their candidates early in the process. At the same time, both candidates and customers are provided with a modern and engaging process that enhances the overall experience and enables the agency to gain a competitive edge.

That's where Integration becomes the key. Our clients can design the process that they need, while we make sure we click and work with both our clients and partners to constantly optimize the process. And we won't stop there. Looking around me I see ever more niche applications being introduced into the HR tech space. And as soon as their usage, client size or volume gets serious, they will need to integrate. And the integration will need to be as easy as building with LEGO.

Happy hiring!



Walter Hueber is CEO of Cammio



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Is HR Ready to Meet Employee Expectations?



 **Deepa Damodaran interviews Lakshmi C, Accenture**

“Due to the changing workforce demographic, business models and employee expectations, HR should be focusing more on individuals than on processes and transactions,” notes Lakshmi C, Managing Director, Human Resources, Accenture India. Deepa Damodaran of HR.com had the opportunity to interview her in the backdrop of the SHRM India Annual Conference & Exposition

2018 held recently in New Delhi, India.

Excerpts from an interview:
What are some of the major trends that HR professional should be aware of from an Indian market perspective?

“We are going to see the war for talent further heating up because new technologies are reshaping businesses itself.

As per recent HR research, 78% of business leaders believe that their business will become digitized over the next 2-3 years. Moreover, a demographic shift in workforce is happening too. More than 85% of the Indian workforce is comprised of millennials today. Also the gig economy is on the rise as more and more part-time workers are now working alongside full-timers.



Given these contexts, the expectation from the talent is changing too. Today, employees want to be able to structure their careers by themselves. They seek more flexibility in work, want to work in project-based modules, and seek hyper-personalized experiences at work.

Required skills of HR professionals will also be very different. We need people who are a lot more strategic, capable of understanding data, leveraging analytics, and much better at coaching their teams, at enabling our leaders and coaching them in turn.”

and whenever they want. We believe these will help them to continuously upgrade their skills in areas that they want. Earlier leaders and managers used to nominate people to attend learning programs. Whereas, today learners’ demands are considered to determine what they should learn and when. We, as HR professionals, need to ensure learning is available for them to leverage on-demand. We have to avail a variety of learning models. We have been doing this over the last year. Our leaning expenditure has been about a billion dollars globally. We will continue to invest similar dollars because 60 percent of our revenue is digital. So we cannot achieve this if people are not constantly upskillig themselves in the new technologies, whether it be digitization, cloud etc. – in order to help us grow. “

We, as HR professionals, need to ensure learning is available for them to leverage on-demand. We have to avail a variety of learning models.

HR has to start reimagining where it is focusing its efforts on. We need to quickly leverage technology in order to let go of some of the more transactional HR processes we follow. We will have to focus a lot more on individuals to understand what is important for our people at an individual level, so that we can better respond to what an employee really wants. Are they expecting time away from work, more flexibility, work-life integration, or possibly some other benefit?

HR should be focusing more on individuals than on processes and transactions for which we can leverage technology.

Will the learning and development of millennials be any different from their predecessors?

“Yes, it will be different. Things have already changed and are further changing. At Accenture, for many years we have curated learning content. With our own learning platform that considered an individual’s career programs, a personalized f training was created Employees were required to attend classroom, virtual classroom sessions, or take online courses.

Now, on-demand learning is the norm. We have learning boards that have much less content, and little chunks of learning that are available in bite-sized formats for learners to leverage wherever

What are the top qualities that you seek while recruiting candidates?

“It varies depending on the level of the position. In the entry level, the focus is on the right qualifications and aptitude. When we look at the leadership or team leader level, we are looking for more alignments with our leadership DNA. We have defined a set of behaviors which will help us be more innovative, agile and thus help us excel in the future. Some of the questions to be considered will be: Will they be able to give more personalized experience to our people?Do they have a curiosity mindset or

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diversity mindset? Are they able to advocate a vision for their functions etc?"

How do you ensure that unconscious bias does not affect your recruiting process?

"I believe the journey begins with creating awareness for each one of us regarding what our unconscious biases are. During the past three years, we have been investing in programs that help each one of our leaders and people go through a workshop to re-examine what their unconscious biases really are. For example: While recruiting am I looking at skills similar to mine? Am I biased by the colleges that the candidate is coming from? Am I biased by the marks the person has or am I biased towards men when it comes to staffing people at offsite locations, etc?"

Some of these are not called biases in the traditional sense. We are helping people to be aware of such unconscious biases that are influencing their hiring or staffing or promoting decisions so that they can avoid them during such decision making processes.

We are encouraging and guiding recruiters and managers to have conversations with candidates or staff members to understand what they want and what they are capable of. Conversation will help them understand what the other employee's aspiration or constraints are and thus help

us make better decisions than those taken based on mere assumptions and biases."

How much and where do you leverage AI and data analytics technologies?

"A little over a year back, we launched a chatbot which is built on artificial intelligence technology. It started off as a tool that would interact with employees to respond to queries such as policy, etc. Today it has evolved in to a more sophisticated tool where it can do more than just direct employees to a location. The tool can inform them more about what the policy is about and what it means to an employer given their particular situation. We want to eventually take it to a much more intelligent coaching level as well. We have also used AI in the case of staffing where we have an AI enabled smart solution where the algorithm has helped match opportunities that are open to the internal staff, thus reducing the cycle time around staffing. It helps us identify the talent and enables better staffing outcomes."

Where do you see the Indian market currently is in terms of AI and data analytics adoption? Are companies still adopting a stand and watch strategy?

"I have seen a number of start-ups in the SHRM event who are into AI and data analytics. I think people are a lot more open to experimenting with some of the new technologies. The dilemma is more about whether they want to buy or build the technology

internally. That decision will depend upon the size and scale of an organization.

It would be too late if they just sit back and watch to see where the market goes, because the shift to companies viewing employees more as consumers is already happening. So if we don't become more savvy about how we can manage those employee aspirations, we will lose. You can't do it unless you have an intelligent way of mining that information and using that information to drive your talent strategy.

Only by leveraging technologies, such as data analytics and AI, can we understand what an individual's expectations are right now and how it will evolve in future."

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Virtual Events

	Schedule
The State of Applicant Tracking Systems 2018	October 30, 2018
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Next Generation Solutions for Workplace Challenges - HR Strategy & Planning Virtual Event	November 14, 2018
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A Selection of Webcasts	Date	Time	
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How to Create and Execute a Long-Term Hiring Roadmap	Oct 30, 2018	2:00 PM - 3:00 PM ET	Register
The State of HR Automation: Adoption, Drivers, and Next Iteration	Oct 31, 2018	1:00 PM - 2:00 PM ET	Register
Why pay transparency, equity and fairness are critical to the Employee Value Proposition	Nov 1, 2018	11:00 AM - 12:00 PM ET	Register
Discover Why Retaining Great Employees Starts with Onboarding	Nov 6, 2018	3:00 PM - 4:00 PM ET	Register

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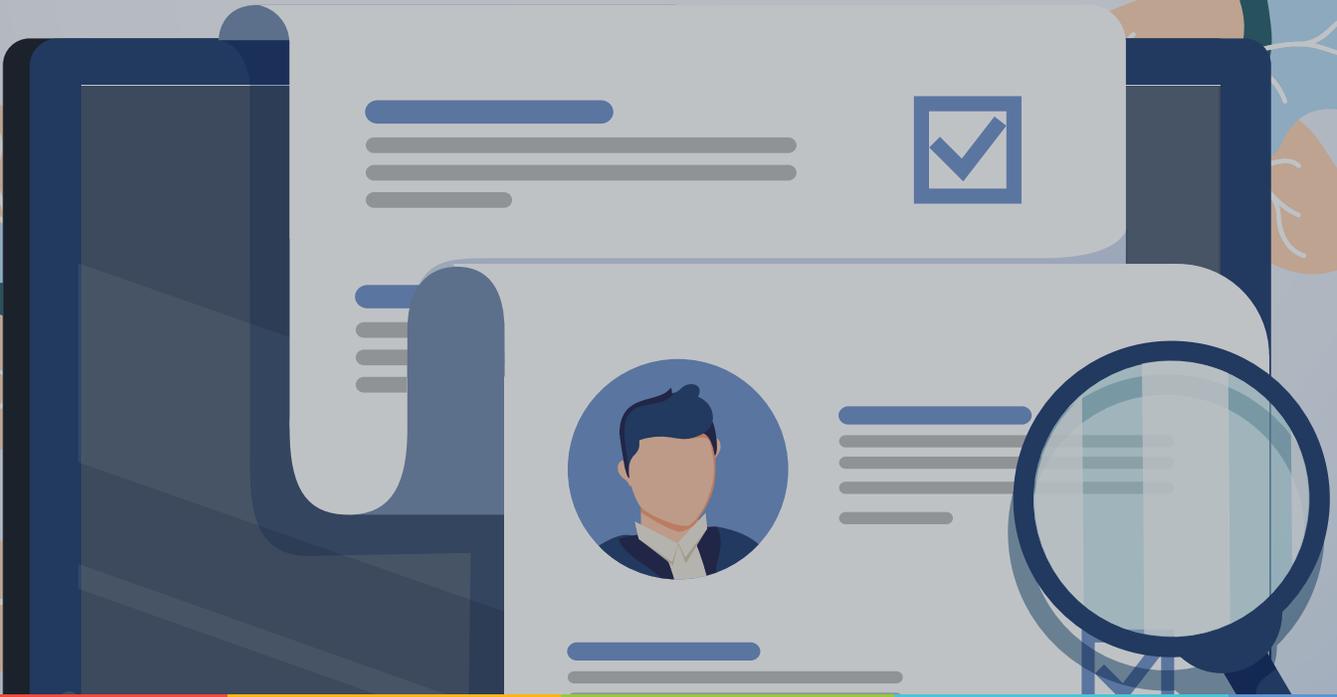
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