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ROLE OF HR TECHNOLOGY IN RECRUITMENT

A People Matters and Param.ai Research

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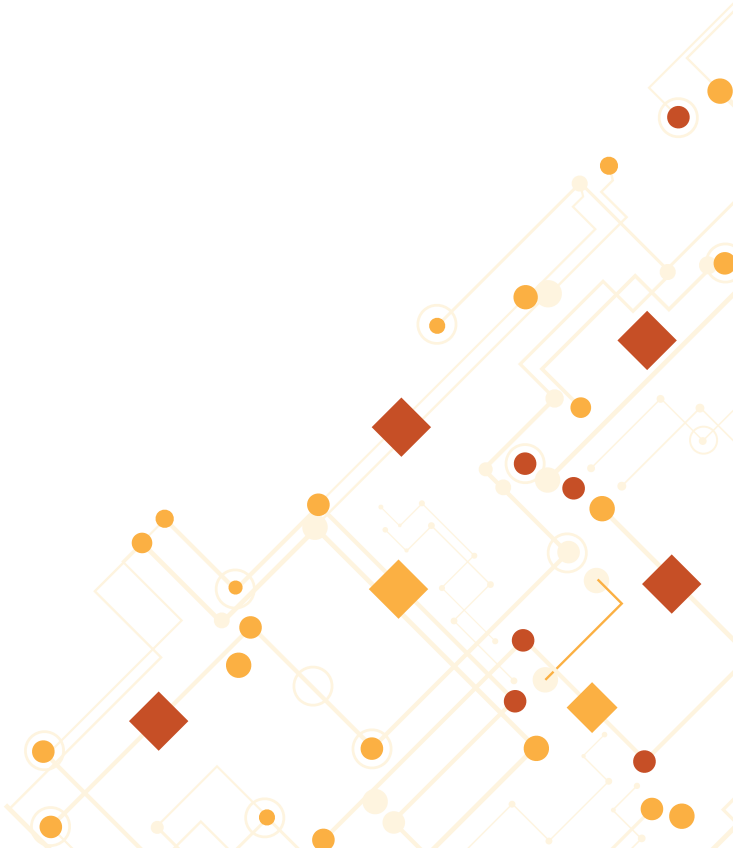
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Foreword

Two decades ago, McKinsey researchers observed a brewing war for talent in the business world. And even after two decades, this war for talent is far from over!

Hit by gigantic shifts in business models and the advent of the digital era, organizations are finding themselves competing for talent. Faced with a scarcity of key skills and the rapidly evolving talent demands, firms that do not adapt are likely to fail at attracting talent. Adopting technology can be seen as the panacea for their challenges. Technology implementation across the HR value chain is helping firms with selecting the right candidate, enabling pre- and post-employee engagement and personalization of the recruitment process.

Continuing with our endeavor to provide actionable research to our community, People Matters in partnership with Param.ai studied how Indian companies are using technology in their Talent Acquisition function. This involved understanding the recruitment priorities and challenges, what kind of technologies the organizations are adopting in different phases of recruitment viz., sourcing, screening, interview, and selection. This also includes the performance and efficiency level expectations of Talent Acquisition executives from recruitment technologies.

Findings of the study revealed that balancing the speed of the process and need of quality hiring is a priority as well as a challenge for the executives. Organizations look forward to investing in technologies that will improve their decision making (48%) and overall efficiency of the recruitment process (44%). The study found that Indian organizations have started to adopt niche technologies like Artificial Intelligence (14%) and Machine Learning (16%) in an attempt to transform their screening and sourcing processes. However, there is still a long way ahead.

The report also features expert perspectives by domain leaders from leading organizations across various sectors. We are grateful to all the participants who took the survey along with the individuals and organizations who contributed their time and expertise in assisting us in carrying out this study.

We hope that our readers will enjoy reading the findings of this report and will get back to us with their comments and perspectives. We look forward to hearing from them.

Happy reading the report!

Ester Martinez
CEO & Editor-in-Chief
People Matters

Hari Krishna Reddy
CEO
Param.ai

Introduction

The current state of business around the world is in flux due to changing economic policies, globalization, retiring baby boomers, unemployment, unavailability of skills etc. This is causing considerable concern among the HR community to decode the ongoing disruption and build a workforce of future – a workforce that can keep pace with the rapid vicissitudes of the business ecosystem. Besides, the crucial force that will make or break organizations in coming years will be their ability to attract talent. And hence, it is a business imperative to re-invent the recruitment function to make a difference.

Due to growing technology intervention, Talent Acquisition is no longer about hiring alone; it includes employer branding imperatives, recruitment optimization, candidate engagement and experience and cultural fitment. The use of technology in recruitment isn't new. But a seismic shift in technology that is fundamentally changing an employer's interaction with potential candidates is underway.

The People Matters and Param.ai study is designed and conducted with the objective to understand how leading companies in India use technology at every stage of recruitment- sourcing, screening and interview and selection. The survey saw the participation of 124 companies across industries and sectors.

The study focused on three aspects of technology adoption in recruitment:

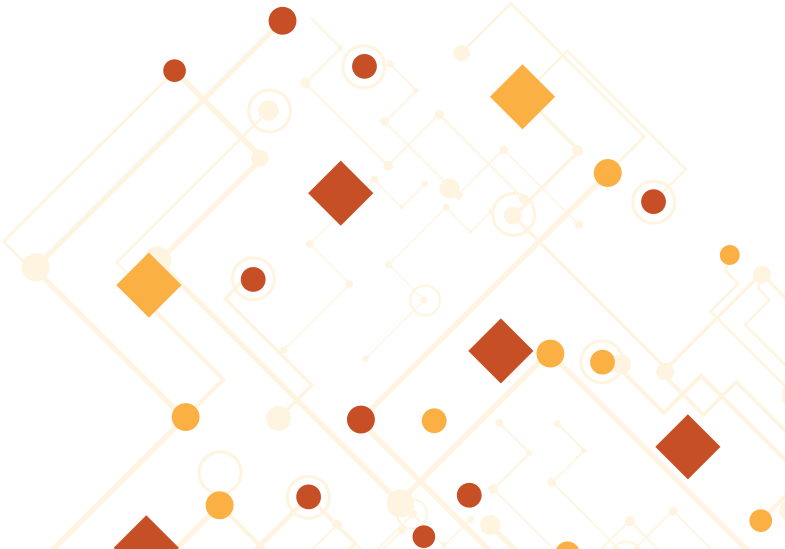
A) **Recruitment strategy:** What are the recruitment priorities for the year 2018 and the challenges in the journey?

B) **Technology adoption:** The different technologies adopted by organizations in different phases of recruitment life cycle and the recruiters' expectation from the technology.

C) **Recruitment budgets and capabilities:** Understanding recruitment budgets for the year 2018 and the readiness of TA team in adopting new age recruitment tools.

Through this research, we studied organizations' top recruitment priorities and challenges; and how organizations are leveraging technologies to manage those challenges and the future of technology in recruitment. While assessing how true the function has remained to last year's vision for itself, we have also attempted to dig deeper into the changing landscape of recruitment that organizations have to navigate in this year.

The study finds that organizations in India are still at a nascent stage when it comes to adopting the recruitment technology as there was a stark difference between current and desired rate of technology adoption (approx.40%) Hence, the community, in future see themselves leveraging technology in a big way that creates an impact on business.



The Top Findings

1. Speed & Quality

67% respondents said that balancing speed and quality of hires is the top most priority.

2. Skilled talent pool is a challenge

Unavailability of skills among candidates poses a hurdle for Talent Acquisition executives, say **62%** of the respondents.

3. A technology to enhance the human-decision making

48% respondents expect the recruitment technology to enhance their decision making.

4. Social Media is the winner!

81% of the respondents mentioned using Social Media as their most preferred channel of sourcing candidates.

5. Online Psychometric Testing Tools: the most preferred screening tool

42% prefer Online Psychometric Tests to perform the screening of the potential candidates.

6. Video Interviews

Video Interviews are being leveraged as the tool for both screening **(21%)** and interviews **(47%)**

7. Recruitment budgets are going up: A positive outlook

50% of the organizations agreed that their recruitment budgets are going up! Another interesting trend that we observed is that only **19%** respondents see reducing the recruitment cost as a priority for 2018.

8. Recruitment Team's readiness

80% of the organizations are confident about their talent acquisition teams' capabilities to leverage the power of recruitment technology.

9. Current technology fails to offer powerful insights

While the organizations are positive about their recruitment teams' abilities to leverage the technology, **66%** of them noted that the current technology they are using fails to process data effectively and offer them powerful insights.

10. Adoption of AI and Machine Learning is still at a nascent stage

The study finds that organizations have started to adopt niche technologies like Artificial Intelligence **(14%)** and Machine Leaning **(16%)** in an attempt to transform their screening and sourcing processes. However, there is still a long way ahead.

Key Findings

Prioritizing quality-driven hiring & speed of process

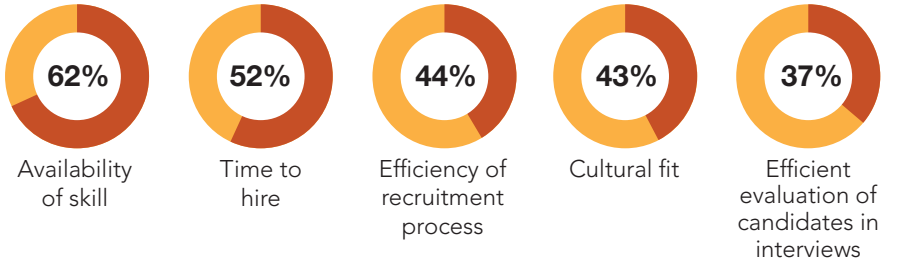
The biggest challenge that confronts Indian organizations is the unavailability of skilled employees who are capable of taking advantage of emerging technologies. And this challenge has led the Talent Acquisition leaders to prioritize quality of hires as the top-most focus area.

Unmesh Rai, Group Head, Employer Branding & Talent Acquisition,Piramal Enterprises Limited, shares, "There is a huge gap between the desired skill sets and the skills possessed by the candidates. The challenge for businesses today is to get industry-ready candidates who can be directly plugged into the jobs."

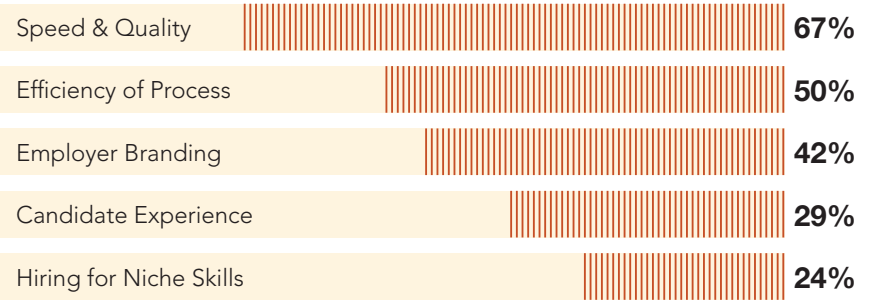
It should also be noted that efficiency of the recruitment process is both a challenge (44%) and priority for the Talent Acquisition function (50%).

Meenakshy Sridhar, Head – Recruitment Services- Reliance Industries Limited, shares, "The priority for 2018 would be to invest in and adopt technology to focus on improving the efficiency of the recruitment process. We are looking forward to adding automation our hiring process and engage in technology-driven hiring across businesses and functions."

(a) Top challenges for Talent Acquisition function



(b) Top five recruitment priorities for the year 2018



Technology adoption in recruitment

A) Preferred Talent Acquisition technology

The use of technology or technology-enabled tools like AI, Machine Learning and Gamification is yet to see adoption in a big way by the recruitment function as compared to the other HR functions. An analysis of the preferred technologies adopted by organizations reveals that social media (81%) is the most favored method for candidate sourcing followed by application tracking software(38%)The study also find that 16% organizations are leveraging Artificial Intelligence and Machine Learning to source candidates. Online Psychometric Tools (42%) and Video interviews (41%) are most sought after for candidate screening. 14% organizations also confirmed that they are utilizing Artificial Intelligence as a part of their candidate screening strategy/methodology. For the interview and selection phase, Video Interviews (47%) and Technical Assessment platforms (43%) are popular.

Sai Prasad, AVP-HR, Talent Acquisition at BankBazaar shares, "At BankBazaar, the recruitment team is indulged in a lot of mass hiring and our business demands hiring for niche skills. We have been ardently using Social Media- LinkedIn, Glassdoor and other job portals for sourcing candidates."

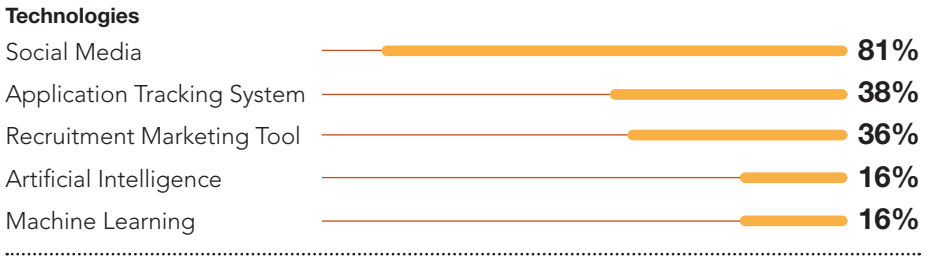
When asked about the adoption rate of technology in the recruitment process, we found that there was a stark difference between the current and the desired adoption rate of technology. Experts feel that the existing technologies in the market are failing to meet customers' (recruiters and candidate) expectations.

The following are the top reasons behind the low adoption rate of technology according to them:

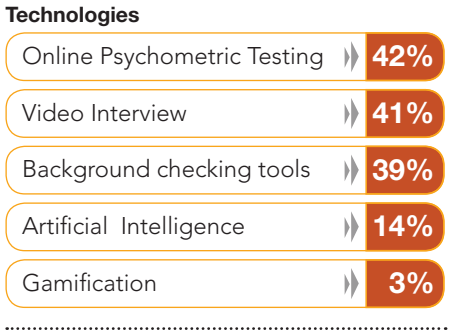
- Existing technology is not easy to use
- Technology fails to deliver a great user experience
- Inability to integrate and aggregate
- Implementation and maintenance consumes too much time and money

Dennis Wilfred, Head of Talent Acquisition at Intuit India shares, "The arrival of technology in the recruitment space has improved the efficiency of the process. However, the existing technology is not delivering what we expect it to deliver. The problem with most ATSs is that they are hard to use and difficult to calibrate. Also, filling up lengthy forms and complicated login parameters are annoying. Candidates tend to leave application forms which have these drawbacks, leaving much to be desired in the candidate engagement area. There is a need for technology that enhances the candidate engagement throughout the recruitment process."

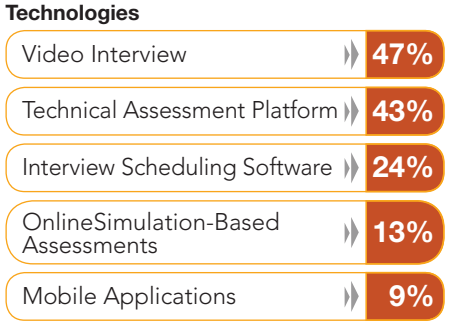
(a) Candidate Sourcing



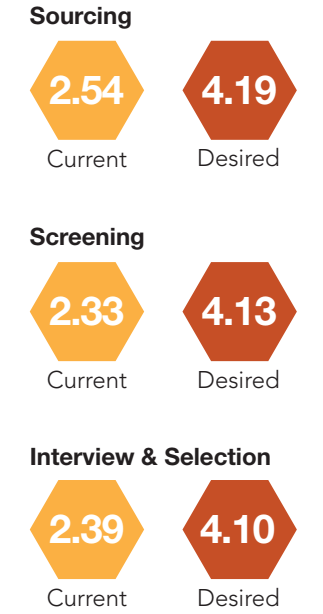
(b) Screening



(c) Interview & Selection



(d) Recruitment Technology Adoption Rate



Key Expectations from Technology

When TA managers and recruiters were asked about what they expect from the technology, they noted that they expect:

- Technologies to help them with decision making (48%),
- Improving and measuring quality (41%) and
- Ease of use (38%).

Unmesh shares, "People are used to intuitive systems around them, viz., mobile applications, Google etc.; and these interfaces offer a great user experience and are easy to use. Most of the solutions provided in recruitment technology still lack that user experience. Hence, it can't be adopted fast, even though it not only makes the process streamlined, but also efficient and improves the turn-around time of the various aspects of recruitment. These may include offer acceptances, candidate profiles and shortlisting techniques."

Recruitment Budgets & Capabilities

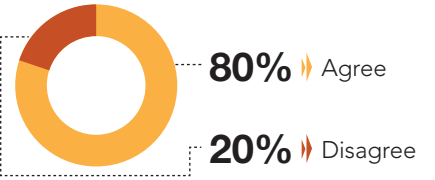
An analysis of the recruitment budgets for the upcoming year suggests that there will be an increase in hiring activity. When asked about the recruitment budgets for the year 2018, 49% respondents said the recruitment budgets would go up and 41% respondent shared that it would remain the same. In fact, the analysis of survey revealed that reducing recruitment cost is not among the top 5 priorities of the recruitment function.

While addressing the readiness of the TA team in adopting technology, 78% of the TA managers said that they were positive about their teams' capabilities in leveraging recruitment technology. While the TA leaders are positive about their team readiness in utilizing recruitment technology, 65% believe that they don't have the right talent acquisition technology in place that can process clean data to give them powerful insights.

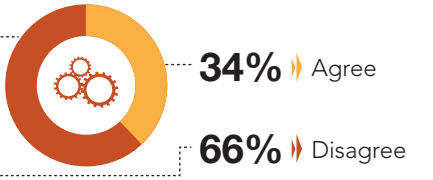
(a) Budget trends for the year 2018



(b) My Talent Acquisition team has the right tech skills



(c) Is the right Talent Acquisition technology in place?



Conclusion

As business continues to get disrupted and the demands of the top talent continue to evolve, it is critical for organizations to leverage technology that enhances the speed of the overall recruitment process and improves the quality of hires. This study provided key insights into the current landscape of recruitment and the technology approach in the process, viz., sourcing, screening, interview and selection.

Currently, there is a significant gap between the current and desired rate of technology adoption in the recruitment process and organizations need to leverage technology to create an impact. Meenakshy shares, "By adopting technology, a lot of manual work gets eliminated. Technology is a solution to the problems like application duplicity, scheduling interviews etc. Automating recruitment process enables recruiters to perform value-added services like social profiling of the candidates, onboarding, strategizing candidate experience etc. and hence, adding value to the business."

Unmesh shares, "Bulk applications on a particular job post create a large pool of CVs for the recruiter to go through manually. We need to identify and adopt technology and strategy that enables the recruiter to screen the CVs efficiently, in a predictive manner." "Technology has done some amazing things for recruitment departments, like helping to manage high-volume applicant pools, predicting recruitment outcomes and improving the overall efficiency of the process. We need more such recruiting technology which can automate transactional aspect of recruitment as much as possible, so we can spend more time on reaching out, networking and engaging with the talent," says Sunil Parambath, Head of Talent Acquisition, Arcesium.

Savita Hortikar, Head of Talent Acquisition, ThoughtWorks says, "AI and automation are must-have technologies in new-age recruitment. AI has the power to make better decisions, and businesses live and die by their decisions. Automation ensures consistency and efficiency as long as it's tempered by human expertise.

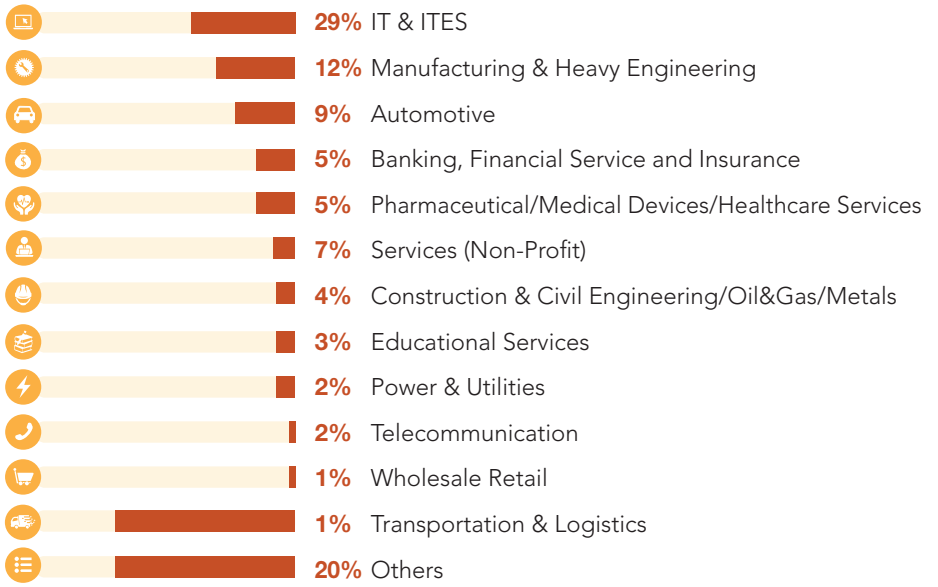
From the study, it was evident that the HR service providers should focus more on user experience. The current technology in the market lacks user experience and is still not capable of providing insights that matter to recruiters in deciding the right hire. There is a need for technology that can be easy-to-understand, convenient and well-engineered.

Appendix

Respondents Profile

The Param.ai-People Matters Survey on Are we ready to "Role of HR Technology in Recruitment" saw participation from 124 companies. The survey was aimed to evaluate and determine the how Indian companies are using technology in their Talent Acquisition function.

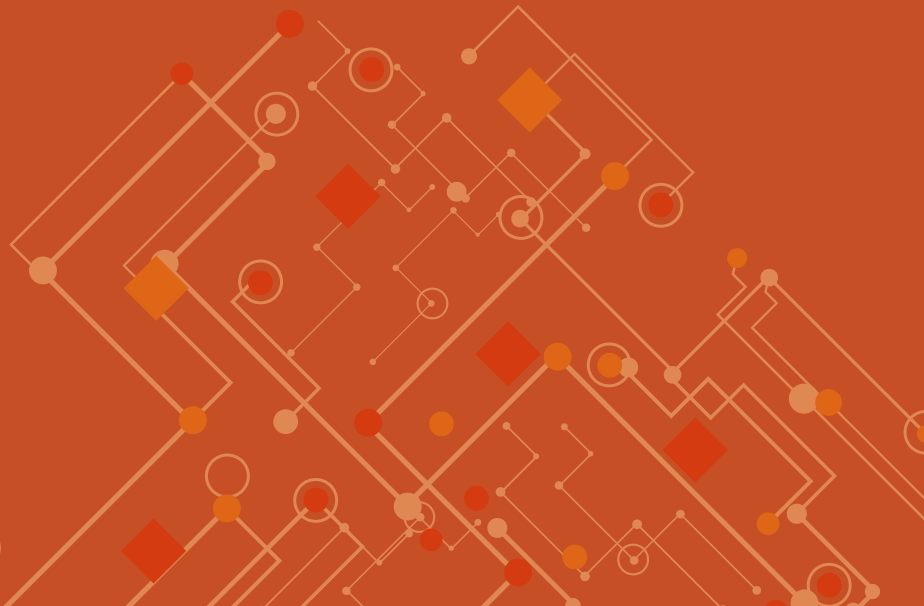
Industry Type



Employee Size



EXPERT VIEWS



A technology that can win candidates' engagement

Recruiting technology has enabled recruiters to hire more and better candidates. Further, it has enabled Talent Acquisition teams to be more productive and improved the recruitment process efficiency and effectiveness



Dennis Wilfred
Head of Talent Acquisition,
Intuit India

Globally, Intuit is widely recognized as a great place to work. It has been our continuous efforts to keep our employer brand strong so to attract good quality candidates and diverse talent pool. And hence, our talent acquisition priority is to offer a compelling employee value proposition. Amid this journey of creating a great employer brand for ourselves, we are facing two significant challenges:

• Attracting quality candidates:
The skill gap is for real! There is a substantial gap between the existing skill sets of the candidates that apply for the job and what the business requires. Moreover, passive talent has become the cream of the talent crop. Therefore, one of the priorities for our Talent Acquisition team is to engage this pool of passive talent.

• Time to Hire:
From reviewing CVs and conducting interviews to making an offer, the amount of time between posting a job and getting someone onboard can be significant. However, a longer time not only impacts the efficiency of recruitment process but also disengages many of the candidates who have applied for the job.

Need to integrate candidate experience

The arrival of technology in the recruitment space has improved the efficiency of the process. However, the existing technology is not delivering what we expect it to deliver. We, at Intuit, are planning to change our current Application Tracking Software (ATS). The problem with most ATS is that they are hard to use and difficult to calibrate. Also, filling up lengthy forms and complicated login parameters are annoying. Candidates tend to shy away from websites which have these drawbacks.

We need technology with right algorithms that improve the volume and quality of hires. Algorithms play an essential role in recruiting as it targets the right candidate for the right job

Right algorithms for attracting the right candidate

Currently, there is a need for technology that enhances the candidate engagement throughout the recruitment process. We need a technology that can help us saving hours of sourcing and screening time which we can utilize better to connect and engage with the candidates in the job market.

Integrate Assessments of Behavior and Skills in a Common Platform

Leveraging technology in recruitment will allow the Talent Acquisition team to focus on strategic aspects of recruitment



Meenakshy Sridhar
Head- Recruitment Services,
Reliance Industries Limited

Lack of skills is a growing concern in our country. While the country has no shortage of literate people, they are still not industry-ready to begin doing the advanced and latest technological jobs directly. Hence, sourcing candidates has emerged as the biggest challenge in the recruitment space. This directly impacts the screening and interview phases of recruitment, as the ineffective sourcing leads to difficulty in assessing the right candidates and costs us a lot of time to fill a position.

We are at a crucial turning point regarding recruitment. Every year we set up new and unique recruitment agenda and this year, we plan to leverage technology in a big way. We plan to automate a lot of recruitment activities that work in favor of the organization, which includes saving cost and time. Approaching technology for recruitment not only eliminates the manual work, but allows us to concentrate on more strategic and imperative aspects of recruitment. These include behavioral interview, salary negotiations, onboarding, social profiling of potential candidate etc. It allows a recruiter to add real value to the business.

Presently, we have adopted an in-house recruitment tool called HOT (Hiring, Onboarding, Training) which is built in-house and is integrated with an HRMS. Every job application is posted on that system where people can apply internally. People can get interviewed in a varied structured manner and can move-in roles between teams and functions through this system.

Another tool that we are using is called "Smart Hiring Tool." This tool is basically for external hiring. The tool has a unique grading system that gives us a list of top candidates fit for the role based on their CVs and the Job Description.

We have been leveraging technology in recruitment for last one and a half year and our focus will be to automate as much work as possible. The road ahead will not be easy! When you have an inherent way of working and you move into a new way of working, you will need to acclimatize yourself to navigate the challenges that find the best way of working. While implementing technology, train your team. Allow them to get comfortable with the technology and make them believe it in the positive aspect of the technology.

Technology is a solution to all the problems you have which you can't divert manually!

Due to the growing demands of the business and lack of right talent, the key expectations from technology are to integrate the application of behavioral assessments and skill-based assessments in a common platform. Integrating these two will offer us a wholesome set for an end-to-end recruitment procedure.

(The views, thoughts, and opinions expressed in this article belongs solely to the author, and not necessarily to Reliance Industries Limited)

A technology to hire for "culture fit"

Recruiting technology has transformed the function by reducing the time taken in recruitment and narrowed the search to reach out to only the best candidates for suitable job roles



Sai Prasad
AVP- HR (Talent Acquisition),
BankBazaar.com

Marketing the right job to the right candidate is one of the major challenges for the recruitment team today. In this ongoing war of talent, it is usual to find yourself in a situation, where you have finally made an offer to a potential candidate only to have them turn around and tell you that they are considering a couple of other offers. Hence, it is absolutely necessary for a recruiter to spend time on marketing the job, candidate's experience and employer's brand. At Bankbazaar, our recruitment priorities are therefore, to focus on marketing the right jobs to right candidate, employer branding and candidate experience.

While skill gap and unavailability of talent persist, the advent of technology in recruitment has contributed to the efficiency of the process. Social Media has immensely facilitated the recruiters in reaching out to the potential candidates. In our organization, we are absorbed in mass hiring and hiring for niche skills and there is a lot of pressure on sourcing candidates. We highly rely on social media like LinkedIn, Glassdoor and Quora etc. to hire. We are also using Application Tracking System for the recruitment process.

Technology has solved the efficiency and turnaround time in the recruitment process. As an organization, we are at a nascent stage in regards with adopting technology in the recruitment process. Today, there are a lot of new technologies like Artificial Intelligence and Machine Learning, making their way in recruitment too.

However, the only concern that I have is that recruitment process is on the go! Something that works today might be outdated tomorrow. Hence, the technology providers need to make sure that their products are susceptible to changes.

Another expectation that I have from recruitment technology is to help in making selection decisions based on the cultural fit of the candidate. How do you know the candidate sitting in front of you for an interview is right for you? How do you know that the candidate you are interviewing is the right person for the job and the right fit into the company's culture? Technology can provide us with Data that can help us in selecting a candidate based on his/her experience, social profile, activities etc. So, I would want a technology that can help in selecting a great candidate with just the right skills and his or her values aligned with the organizational values.

While skill gap and unavailability of talent persist, the advent of technology in recruitment has contributed to the efficiency of the process. Social Media has immensely facilitated the recruiters in reaching out to the potential candidates

Intelligent and Intuitive Recruitment Technology should negate Biases

While technology has shortened the time spent on the overall recruitment process, there is significant time spent on the evaluation of tools and the implementation processes



Savita Hortikar
Head of Recruitment-India,
ThoughtWorks

Monoculture is a challenge for technology companies, especially within the context of gender diversity. ThoughtWorks is working towards strengthening the number of senior women technologists /developers, with more than six years of experience at the company. However, that particular experience range for women is a leaky bucket. They are not active contributors or participants on online technology forums like GitHub, Stack Overflow etc. and on offline platforms like technology conferences and meetups. This makes it difficult to seek potential women candidates for the Tech positions. As with any other company, ThoughtWorks' business goals drive our recruitment priorities. Diversity and Inclusivity have been identified as crucial business imperatives for ThoughtWorks which sees us closely and constantly working with our leadership on our evolving recruitment strategy and ensuing practices

Overcoming recruitment challenges when using technology

To overcome this year's recruitment challenges and achieve ThoughtWorks' recruitment priorities, we have been experimenting with innovative solutions. We have invested in commercially available AI and ML tools to source candidates. We are currently working on augmenting our recruitment process with internally developed tools that suit specific business needs and requirements for efficient recruitment. For e.g., we have developed a mobile app that schedules interviews and a bot to help with candidate screening processes amongst others.

Tackling flawed algorithm and faulty results

Recruitment-aligned tech is in its nascency, and has a long way to go. From our experience of working with latest cutting-edge technologies, we closely observe and record our results while experimenting with them. For example, when using ML and AI to source candidates, flawed algorithm designs might look at candidate data and patterns selectively. ThoughtWorks is committed to the cause of data privacy and security which means we need to be extremely careful of our choice of recruitment tools and technology. So, we spend significant time on the evaluation of the recruitment tools and the implementation process.

We have invested in commercially available Artificial Intelligence, AI and Machine Learning, ML tools to source candidates. We are also working on augmenting our recruitment process with internally developed tools that suit specific business needs and requirements for efficient recruitment

In more recent years, automation of recruitment and hiring has developed beyond the traditional job boards, and while that has undoubtedly eased the entire process, there is a growing need for intelligent and intuitive recruitment technology that negates biases based on demographics like age, gender, race etc. An extension of this could be a tool that helps in creating contextual gender neutral JDs.

Ultimately, AI and automation are must-have technologies in new-age recruitment. AI has the power to make better decisions, and businesses live and die by their decisions. Automation ensures consistency and efficiency as long as it's tempered by human expertise.

Automating recruiting has made selection easier

Technology is helping recruitment department to manage high-volume applicant pools, predict recruitment outcomes, and improve the overall efficiency of the process



Sunil Parambath
Head of Talent Acquisition, Arcesium

Arcesium is a post-trade technology and professional services firm. Arcesium's fully-hosted technology platform, coupled with its team of experienced hedge fund professionals, offers sophisticated solutions for the most complex post-trade challenges facing asset managers. Built on a platform developed and tested by the D. E. Shaw group for its own post-trade activities, Arcesium was launched as an independent company in 2015. Arcesium is jointly owned by the D. E. Shaw group and Blackstone Alternative Asset Management, who became the firm's first two clients. Since its launch, Arcesium has grown to support more than $65 billion in assets from a number of leading hedge funds, with a staff of over 700 software engineering, accounting, operations, and treasury professionals. By providing cutting-edge technology, automation, and security, Arcesium enables clients' operations, accounting, treasury, and enterprise data management teams to achieve unparalleled results. Given the nature of our offering, roles at Arcesium are niche, and hence our recruitment strategy revolves around hiring people who have deep domain expertise and are driven and believe in creating a difference.

Keeping in mind the business requirements and the nature of our offering, our priorities are multi-fold:

Hiring the best

The critical nature of our work demands a high level of knowledge & expertise in our domain. We scout for talent that is scarce and hence our priority is to map this niche talent, attract the best, and provide them with the best job role.

Building an employer brand:

We've been an independent company almost three years now and employer branding is one of the critical components of our recruitment strategy. Having earned industry recognition for our product, for HR excellence in Benefits Administration and L&D, we focus on building our brand as an employer of choice that will help us connect with and attract top talent in the industry.

Candidate experience and engagement:

Another priority for us is to engage with candidates right from the sourcing stage until onboarding and give them a great experience of what being at Arcesium means.

We use a technology platform that helps us screen passive candidates from social media against a defined role. It then helps us contact them through personalized notes to check their interest in the role

These priorities have emerged from the challenge we face in identifying, attracting, and retaining the right talent, including passive talent. To help us with these challenges we are spending a considerable amount of time and money on technology. Two major initiatives we have implemented this year are:

a) We use a technology platform that helps us screen passive candidates from social media against a defined role. The platform helps us identify the best file for the role and contact them through personalized communication to check interest. The platform reduces time spent on transactional activities, thereby helping our recruiters focus on business goals.

b) We have a great proposition to offer to candidates regarding our work, benefits, culture, and learning. For us, a candidate becomes a part of the Arcesium family as soon as he/she accepts our offer. We start engaging with them proactively to ensure their transition to Arcesium is smooth and seamless – and we have a custom-built mobile app called, "ArcRecruit" to help with this. This app is a new hire's one-stop shop for everything they need to know about joining Arcesium. Starting with a virtual tour of our office, the app provides information about housing options, schools and day-care facilities, our current employees for references, and a sneak peek into our benefits and employee focused initiatives.
View on technology in Recruitment.

Technology has done some amazing things for recruitment departments, like help manage high-volume applicant pools, predict recruitment outcomes, and improve the overall efficiency of processes. However, we still need more technology to automate the many transactional aspects so recruiting professionals can spend time on being strategic partners to the business.

Designing Recruiting Technology to embrace the User-Experience

Implementing technology improves the user experience and improves governance making recruiting uniform and consistent. It puts in place the building blocks for analytics and decision making in the future



Unmesh Rai
Head - Employer Branding & Talent Acquisition - Piramal Enterprises Limited

When we talk about the use of technology in any vertical of Human Resources, we need to look at it from a wider perspective. We need to look at how it marries into our other systems and how this data helps other systems or data from other systems, help our system. Piecemeal solutions that have worked for transactional activities will not work, if one wants to build really smart HR solutions. While one can build one step at a time, the larger vision is key to achieving success. Having said this, there are some verticals of HR which have had far more technology offerings and opportunities of technological interventions than others.

The Piramal Group operates across multiple sectors and geographies. As a part of our HR transformation, the Piramal Group has been integrating all HR systems in a phased manner. Technology has brought in uniformity and with the help of a common platform, managers are aware of the recruitment process running in various entities and functions. This gives real time insights into Data and improves the candidate experience.

Sourcing

With right integration of job boards and aggregators, recruiters today can tap into a significantly large and a more diverse pool. Both of these help in competitiveness of companies and expand their abilities to innovate. However, with new technology in place, the good old "Job Description (JD)" lies at the core of recruitment process which often gets ignored. A good input which is bias free determines the ultimate output. Many JDs unintentionally encourage a hiring bias by spelling genders or using words which identify with a particular gender. Sometimes, JDs don't accurately describe the job roles. Hence, candidates with qualifications and abilities different from those desired are contacted. Further, sometimes a candidate is contacted multiple number of times even after s/he refuses an interview call.

Establishing accountability for drafting job descriptions is critical. This directly helps in instituting the right filter and pre-screening policies even for the machine. Today, technology can help companies evaluate job descriptions to identify any biases in the phrasing and keep a globally consistent tone. As HR teams become leaner, having a predictive tool to craft job descriptions improves the hiring managers' experience to articulate the role meaningfully.

From professional networking sites to applicant tracking systems, technology continues to revolutionize the recruitment process at every step. How recruiters sharply target the right candidates, screen for right experience and behaviors, engage with a future talent pool or even with those onboard, given the possibilities that technology creates, will possibly be at a high rate of adoption going forward.

Screening

Chances are, if our input is good, hundreds of candidates would like to apply. Bulk applications on a particular job post create a large pool of CVs to go through. The challenge lies in finding and adopting technology and strategy that enables the recruiter to screen the CVs efficiently in a predictive manner. Technology can not only help businesses remove biases, but it can also help bring a specific bias into the recruitment process. For example, if a company looks at their workforce and realizes that they want to predominantly target women at leadership levels, then they can use technology for recruitment marketing targeted towards women leaders. A good sourcing and screening tool reduces the time recruiters need to spend on shortlisting.

Implementation

While implementing a consistent tool cutting across global offices, many complications can arise. Compliances and standard practices existing in different continents could vary. The composition of implementation teams matters a lot. The voice of the end user in configuring the system is important.

When designing a consistent global framework, legacies have to be replaced with best practices that can make the system standardized.

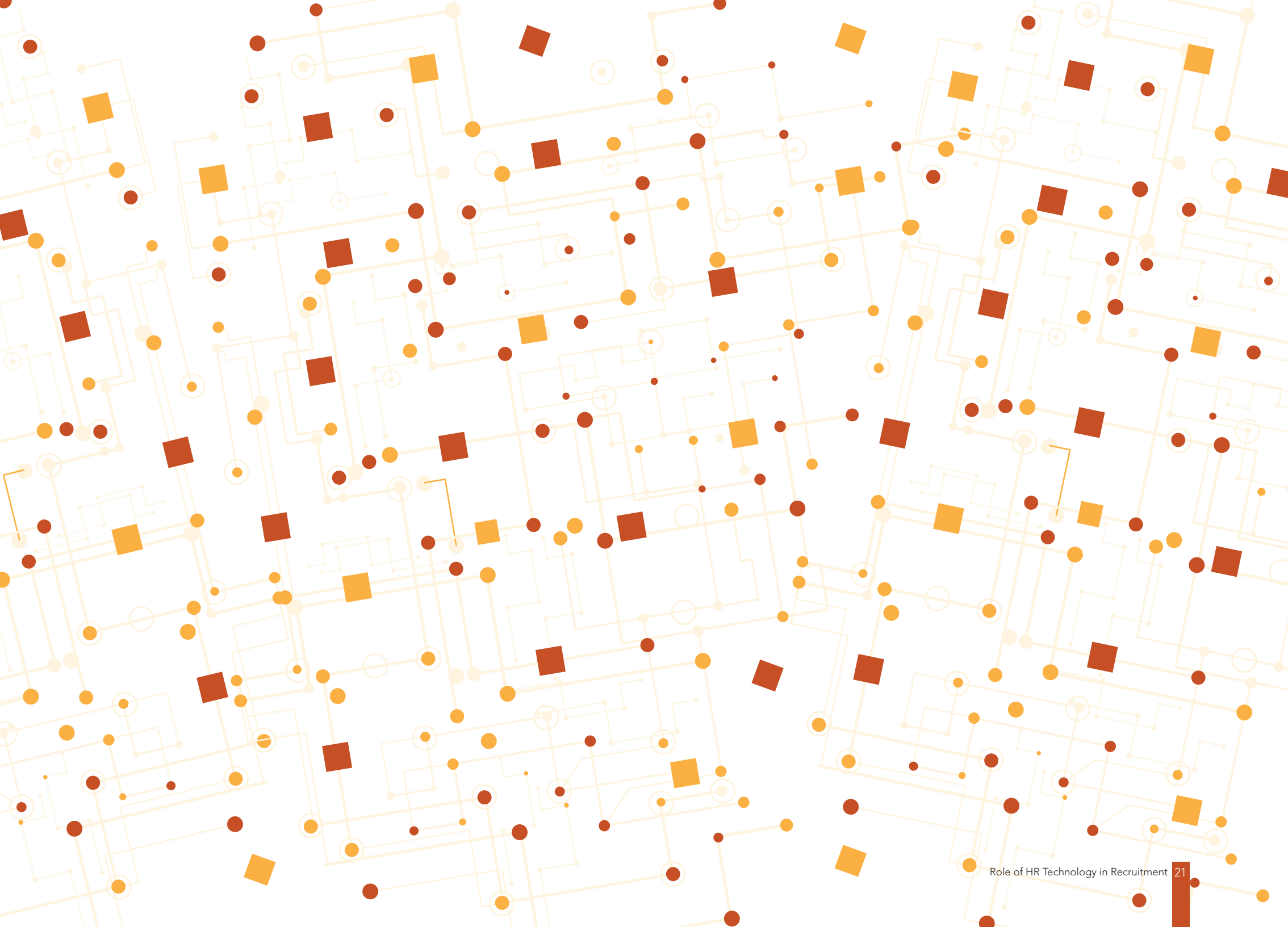
Teams which sign off on "User Acceptance Tests" need to be the end users to have realistic feedback and faster adoption. Through implementation, the teams must embed the organization's values within the new technology and process.

Technology can also have its share of constraints. Our group has a legacy to place "bets" on high potential talent, which may not be from same industry, or may not be the exact match for the role. How does one retain this "DNA" of an "entrepreneurial" culture in recruiting?

New AI-powered systems can do a great job in sorting through candidates. However, one risk is that non-traditional candidates or candidates with unusual experience that might be a very good fit could fall through a "rule" based system, even one that learns and improves with experience.

When we adopt a new technology, it comes with the presumption that it could eliminate a few roles and ignore that it could create new roles. With greater use of technology, most organizations would agree that there is a strong advent of IT teams into HR. At Piramal, only when recruiters demonstrate to our HRIT team that they can comfortably use the systems, is when they earn their certification. A strong work bench of recruiters, who can train new team members and administrators to support users as the new system comes in place, is important. Absence of this can lead to delays and can compromise on the overall experience.





About People Matters

A niche media organization with a vision to help solve talent challenges globally by being an insightful, impactful and most far-reaching HR media brand. We strive to create an HR community of practice and excellence that fosters amalgamation of new ideas between talent and business leaders, technology disruptors, HR service providers and CXOs, leading to impactful talent decisions and core conversations that business and HR leaders should have to create a significant difference to both business and the society they operate in.

About Param.ai

Param.ai is an India-based Software as a Service (SaaS) company that applies the latest technologies in Artificial Intelligence (AI) and data science to help companies Discover, Match, Engage and Retarget potential candidates at scale. Param.ai offers a stand-alone complete recruitment solution powered by analytics and artificial intelligence. It stack-ranks all incoming applications from social media, job boards and various other sourcing channels against open jobs. The AI sourcing feature of the platform continuously mines the database and recommends candidates to potential job matches, helping optimize the utilization of applicant data.

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