INNOVATION
IN RECRUITMENT

WALTERS *people*

ROBERT WALTERS

CONTENT

INTRODUCTION
ARE YOU READY FOR THE REVOLUTION IN RECRUITMENT?

5/10
That's the grade given by Dutch companies for the level of innovation in their recruitment processes.

A finding that cannot be ignored given the fact that candidates rate the importance of innovation in their desired workplace as an 8 out of 10.

Dutch companies still have a pretty long way to go when it comes to reaping the benefits that innovation can bring to the recruitment process.

Over the last ten years there has been a strong rise in start-ups offering digital solutions for every stage in the HR value chain: candidates sourcing, assessment, talent development, collaboration tools and more.

As recruitment is constantly evolving, companies must reinvent themselves and turn to new technologies to meet and exceed candidate expectations. But some new technologies become a victim of their own success: they come with such a high price tag that the majority of companies cannot afford them. Moreover, although companies invest around 2 billion euros per year in HR innovation, 85% of HR start-ups disappear within eighteen months of launching.*

In an increasingly competitive market, attracting the right candidates combined with developing commitment and performance among your employees is key. So how to navigate the broad mix of new technology and how to offer an attractive application and onboarding experience that wows your candidates?

The Robert Walters Innovation Lab continuously tests new HR technologies, selecting only the tools that bring most value to your business.

METHODOLOGY
In this whitepaper, we present a research conducted in April 2019 with 1466 candidates and 172 clients, located across the Netherlands. To illustrate this study, you will find practical cases of HR technologies that were tested by the Robert Walters Innovation Lab.

*source: CBS Insights study, March 2017
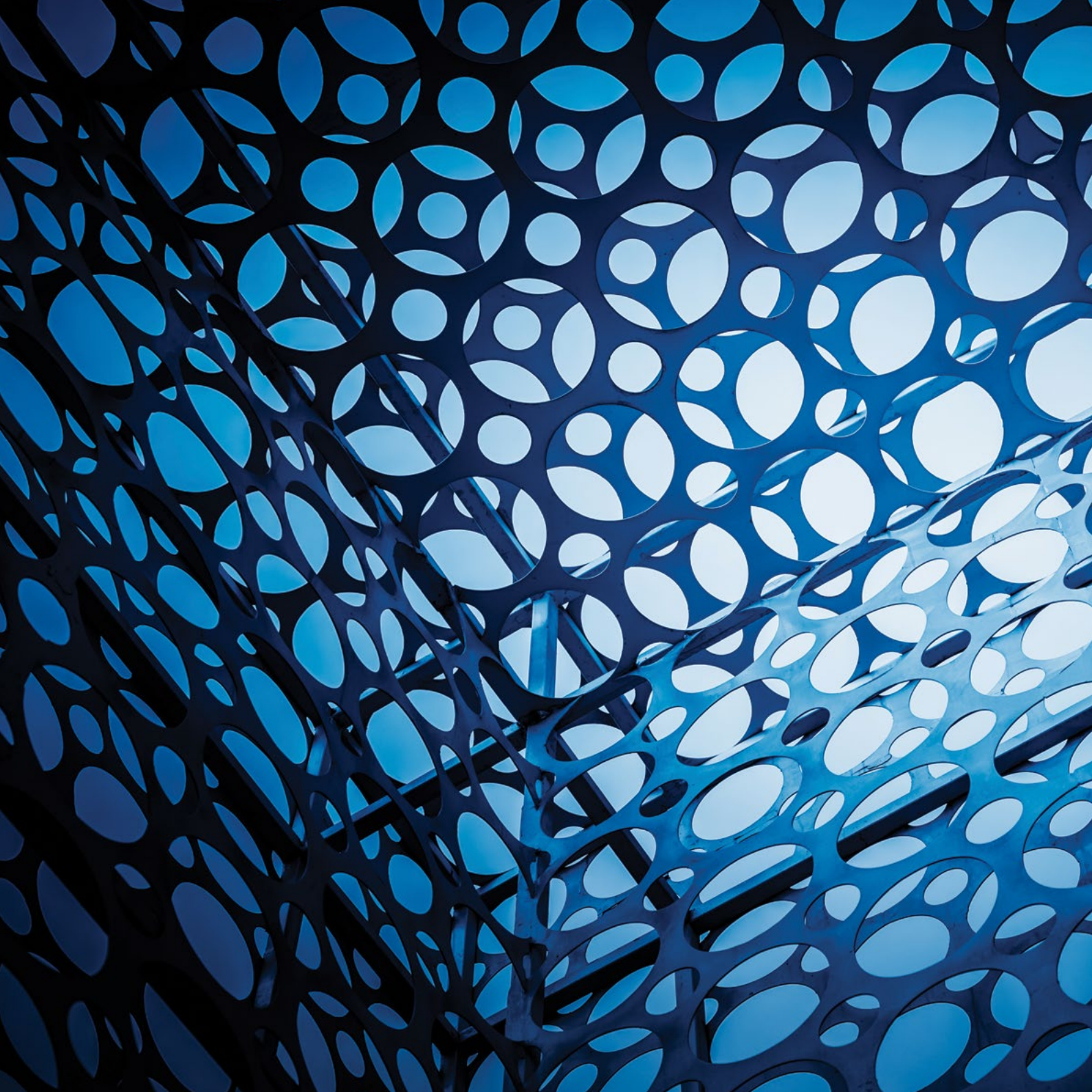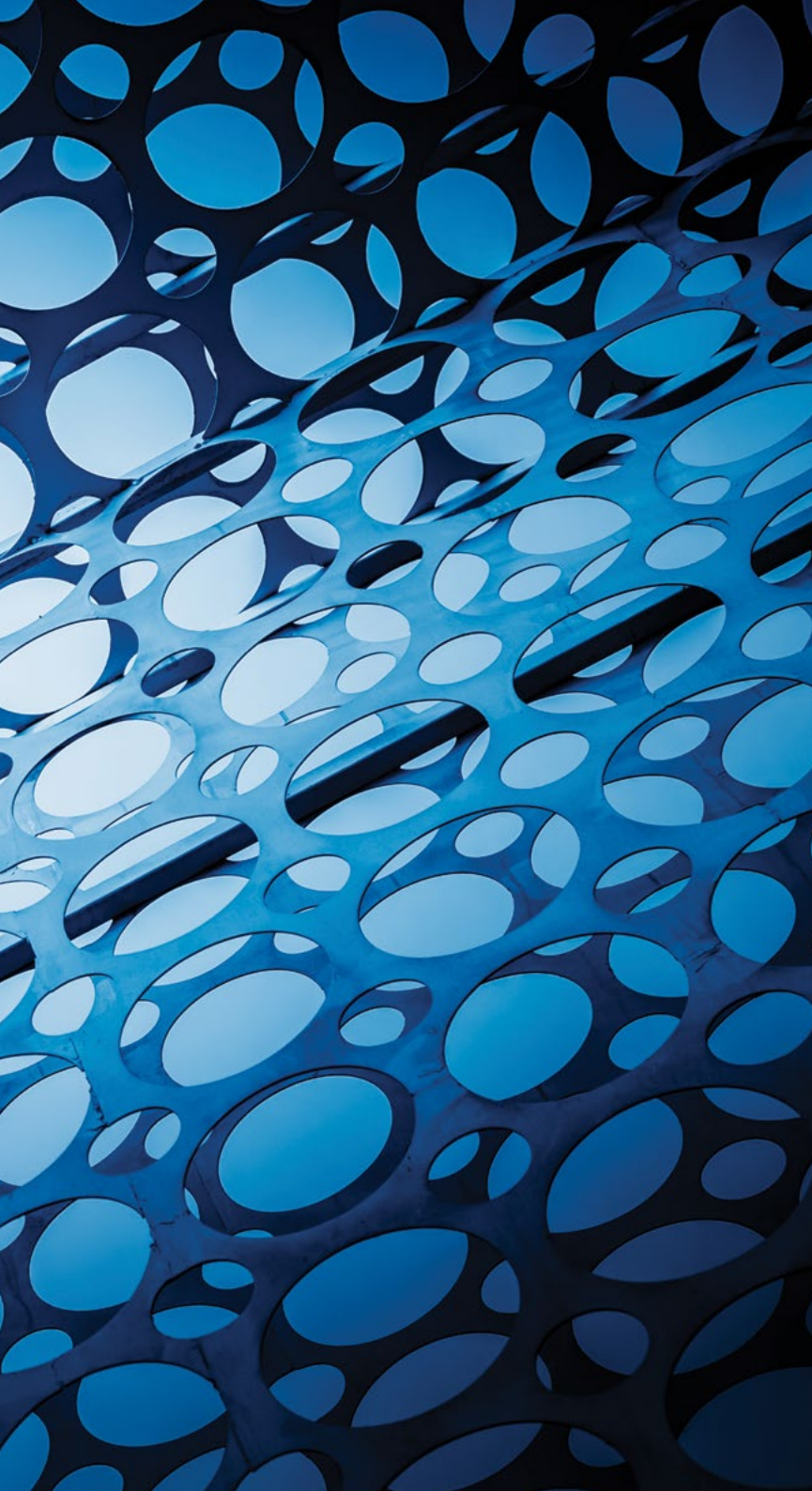
INNOVATIVE SEARCH TOOLS

The war for talent is fierce in many sectors. To be able to find the best people, it is crucial to search and communicate in the right place, at the right time.

SOCIAL NETWORKS AND PLATFORMS: MUST-HAVES IN THE SEARCH FOR TALENT

When asked about the tools they use in their job search, 76% of candidates mention social networks. 81% of companies place their job ads on social media in order to be visible to a wider pool of talent.

Rating sites like Glassdoor are used by 1 out of 3 candidates, and more than 66% of companies use them.

Innovation is not just about technology - social networks and other web platforms are not new - but in new ways to approach candidates and to adapt to their behavior. Only a few years ago, the typical path of a candidate searching for a job was to respond to an advertisement on a job portal or a company site, or to send an open application. Now this process is more focused on (professional) social networks and searching for opportunities on networking sites has become the preferred way of searching for a large number of candidates.

1 OUT OF 3

CANDIDATES TURN TO RATING SITES FOR INFORMATION ABOUT COMPANIES

76%

OF CANDIDATES USE SOCIAL NETWORKS IN THEIR JOB SEARCH

MATCHING SITES AND GEOLOCATION APPLICATIONS

What about these new websites, that preach the matching between job requirements and skills, and offer candidates personalized vacancy suggestions based on their profile?

While interviewing our candidates, we found that 88% of them use these sites during their search.

These websites are particularly popular among candidates in certain functions: candidates specialized in finance and banking are by far at the top of the profiles that use matching sites in their job searches (45%), followed by candidates in office support (12%) and HR (10%).

Matching sites are most popular among candidates in these positions

45%
FINANCE & BANKING

12%
OFFICE SUPPORT

10%
HR

Since job searching websites are becoming increasingly popular among candidates, companies are adopting them as well. Almost 64% of the questioned companies use them in the search for skilled candidates. Almost half of them (48%) identify 'it increases the chances of a good match' as the main advantage of this innovation. 34% believe it makes the recruitment process faster and 19% feel like it makes the process less personal.

While these tools are very useful in the quest for talent, they cannot replace face-to-face conversations. Personal contact is still essential for the evaluation of candidates' soft skills. This means digital tools are an addition to recruiters' current tools, rather than a replacement for human contact.

Advantages and disadvantages of matching sites according to companies

48%
INCREASES THE
CHANCES OF A
GOOD MATCH

34%
MAKES THE
PROCESS FASTER

19%
MAKES THE PROCESS
LESS PERSONAL

Among applications that personalize the job search, geolocation applications are still less popular: only 5% of companies use them.

ARTIFICIAL INTELLIGENCE AS A RECRUITMENT TOOL: GOOD OR BAD IDEA?

Artificial intelligence as a tool for recruitment: it is an opportunity for some, and a danger to others.

While only 8% of the recruiters in our survey have adopted sourcing tools that use artificial intelligence, 61% of them would like to in the future.
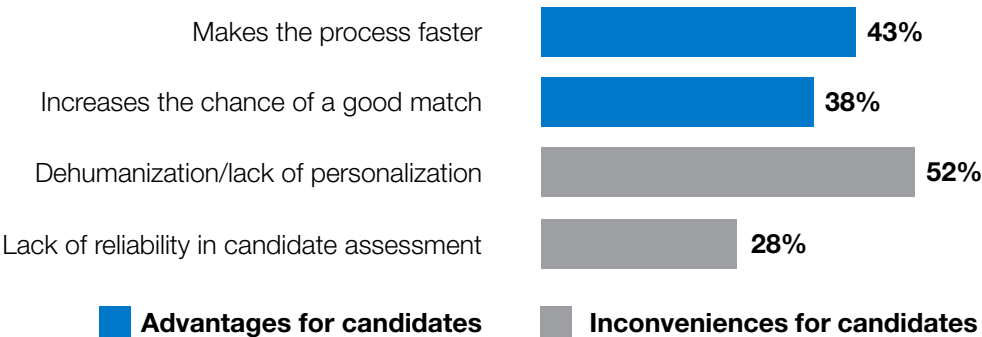
Since algorithms are a new development, they still cause quite a few fears. Among candidates, 52% think that algorithms present a risk of dehumanization or cause a lack of personalization to the recruitment process. Algorithm tools can also give candidates the impression that they can not fully show their skills during the recruitment process. This is the case for 28% of candidates.

On the recruiting side, the fear of dehumanization or a lack of personalization is also common (41%). On top of that, 13% of the questioned recruiters are afraid that these algorithm tools, such as matching sites, might be unreliable in the assessment of candidates.
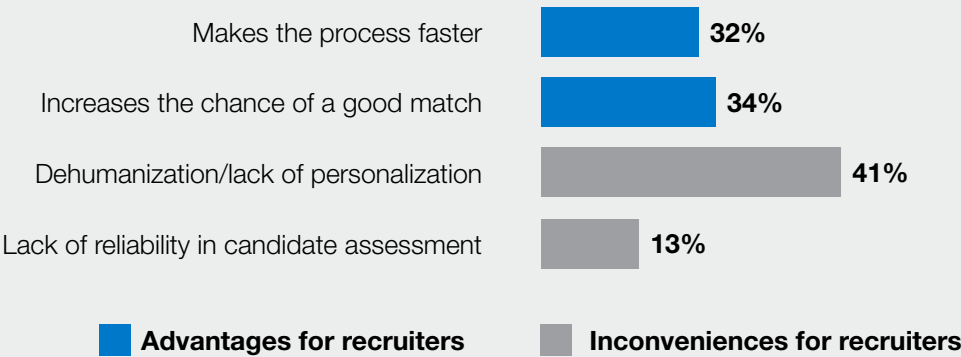
HOW RECRUITERS AND CANDIDATES SEE ARTIFICAL INTELLIGENCE (AI)

THE VIEW OF CANDIDATES

Makes the process faster	43%
Increases the chance of a good match	38%
Dehumanization/lack of personalization	52%
Lack of reliability in candidate assessment	28%

Advantages for candidates　　　**Inconveniences for candidates**

THE VIEW OF RECRUITERS

Makes the process faster	32%
Increases the chance of a good match	34%
Dehumanization/lack of personalization	41%
Lack of reliability in candidate assessment	13%

Advantages for recruiters　　　**Inconveniences for recruiters**
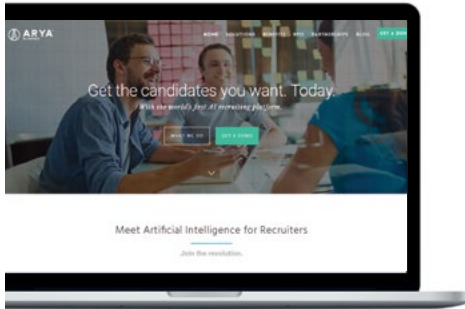
- US-based Arya is an AI sourcing platform which automates a large part of the early recruitment process
- Arya can 'read' uploaded job descriptions, identify key requirements and then automatically source prospects via three primary channels – an organisation's ATS, job boards and social channels like LinkedIn
- Arya's machine learning can pick up on feedback to understand what a good candidate looks like within a specific company

"AI is the talent acquisition buzzword of the moment, but few suppliers offer a credible and tested product. Arya is one of the market leaders globally, and was selected by Resource Solutions as one of our AI sourcing pilot partners. By focussing on accuracy, speed and costs, our pilots suggest it's promising, but further developments are needed. With AI, you get out what you put in, so we expect massive improvements next year."
FAYE WALSHE - Global Head of Innovation at the Robert Walters Group

NEW MARKET ENTRANT // MARKET PLAYER // ESTABLISHED

SEARCH

PREDICTIVE ANALYTICS

ARTIFICIAL INTELLIGENCE

SOCIAL RECRUITING

## THE ROBERT WALTERS INNOVATION LAB'S EXPERIENCE WITH ARYA

In our first four-week trial of Arya for an international banking client, we tested its ability to independently read job specifications and source appropriate talent from the social web and one job board CV database. We raced the machine against our recruiters to measure performance.

KEY FINDINGS

- Arya can find 8x more candidates per vacancy than recruiters within a timeframe of 40 minutes
- Arya was more successful in sourcing suitable CV's for high volume roles, scoring 23% accuracy compared to 14% for lower volume roles
- Arya's accuracy started off at 17% in week 1 to 3. Due to this low accuracy, our experienced recruiters found 6 more suitable candidates per hour than Arya during the first stage of the project
- In week 4 Arya's accuracy increased. As a result, Arya's candidate search performance closely matched that of our recruiters in the second stage of the project. This is an exciting prospect, giving us a glimpse that results could improve with more time/usage
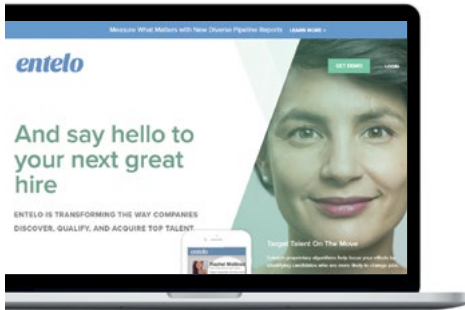
ENTELO

- Entelo leverages big data, predictive analytics and social signals to help recruiting organisations find, qualify and engage talent
- Primarily for technology recruiters, Entelo claims their predictive "More Likely to Move™" algorithm can identify which candidates are most likely to change jobs
- Entelo's Stack product is a sophisticated analytics solution that enables recruiters to rank job candidates against open vacancies
- Entelo launched 'Envoy' in October 2017. Entelo Envoy gathers information about a recruiter's open job. Envoy does this automatically by parsing the job description and recruiters can also add additional information that may be useful. After that, Envoy goes to work in the background, identifying the best-fit candidates and automatically initiating the outreach process
- Clients include Visa, Facebook and Salesforce

"Entelo enables true social sourcing from one simple-to-use location."
TOM LAKIN - Senior Innovation Manager at the Robert Walters Group

NEW MARKET ENTRANT // **MARKET PLAYER** // ESTABLISHED

🔍 **SEARCH**

📈 **PREDICTIVE ANALYTICS**

👥 **SOCIAL RECRUITING**

THE ROBERT WALTERS INNOVATION LAB'S EXPERIENCE WITH ENTELO

The Innovation team has assessed many talent aggregators and it is some of the value-adding enhancements of Entelo that really make it stand out from its rivals: the diversity filter allows our recruiters to strategically source by demographic (female, African American and military veterans, for example). The email finding function has resulted in outstanding response rates, whilst the 'More Likely to Move' function could help improve recruiter productivity.

We identified a talent pool consisting of female talents who were underrepresented in Switzerland for a global marketing client:

60%
- We achieved a 60% response rate from candidates, which is double the response that we could expect from Linkedin
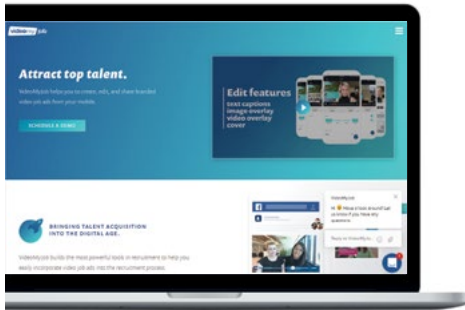- 16 CV's were added to our talent pool for future roles, and 8 interviews were conducted in 10 days

Robert Walters USA also piloted Entelo by identifying hard-to-find talent in a highly-competitive market on the west coast:

696
- The team approached talent differently by sending a higher volume of emails in their campaigns: 696 emails sent achieved a 69% open rate

VIDEOMYJOB

- Australia-based VideoMyJob have designed an app that enables employers to bring their jobs to life and challenge assumptions
- Employers write a script, upload it to the app and then record a video of themselves chatting about the role on their mobile phone
- Once recorded, the hiring manager or recruiter can edit and add logos and pop ups of job titles and/or contact details
- These video job ads can be embedded in traditional ads or shared via social channels

"Academic research has proven that reading is impaired when using a mobile device, so why copy and paste long job descriptions? VideoMyJob is an affordable and authentic service for even the smallest employers to create branded video job ads. We love the embedded autocue but ongoing bugs can cause the odd headache."

FAYE WALSHE - Global Head of Innovation at the Robert Walters Group

NEW MARKET ENTRANT // MARKET PLAYER // ESTABLISHED

ADVERTISING

SOCIAL RECRUITING

DIVERSITY

WORKPLACE TRANSPARENCY

REINVENTING THE JOB APPLICATION PROCESS

Once the sourcing phase has been completed, it is time to start interviewing and evaluating candidates. Innovation can turn out to be crucial in this stage of the recruitment process, both to ensure an objective evaluation of the candidates' competencies and to engage candidates with your employer brand.

PRE-RECORDED VIDEO INTERVIEWS: A NEW TYPE OF JOB INTERVIEW

When talking about video interviews, we often think of the traditional Skype call. This is the type of distance interview that is most frequently used (49% of candidates and 60% of companies use it). Recently, we are seeing a new type of interviews: the pre-recorded video interview.

The process starts by providing the candidate with a series of questions, which he or she can answer in a video. The recruiter then watches this video later on and gets an impression of the skills of the candidate before actually inviting the person for a physical interview.

But beware, whereas live video interviews are well appreciated by candidates (69% of candidates like using this tool), this is not yet the case for pre-recorded video interviews: 56% of the candidates that have been confronted with this way of interviewing state that they have not enjoyed the experience. This is even more the case for younger generations of candidates. Among candidates under the age of 30, 59% are uncomfortable with recorded video interviews. Of the candidates who are not familiar with video interviews, only 21% say they are eager to try them.

Although recorded video interviews are not yet used very often (8% of companies), it offers great flexibility to both recruiters (by offering more freedom in their schedule) and candidates (who have the opportunity to re-record their answers when needed).

69%
of candidates who have experienced a live video interview have enjoyed it

56%
of candidates who have experienced a pre-recorded video interview felt uncomfortable

8%

OF COMPANIES USE PRE-RECORDED VIDEO INTERVIEWS IN THEIR RECRUITMENT PROCESS

1 OUT OF 2

COMPANIES PERCEIVE
PREDICTIVE TESTS AS A
HELPFUL TOOL TO SELECT
SUITABLE CANDIDATES

PREDICTIVE RECRUITMENT AND GAMIFICATION: AN INTELLIGENT AND FUN ASSESSMENT

Besides the "classic" tools, companies are increasingly using smart tools to evaluate the skills and discover the personality of their candidates.

Among these smart tools, predictive recruitment tools are most frequently used: 2 out of 3 candidates have already been tested predictively (aptitude tests, personality tests, etc.) and 44% of companies claim to use them regularly.

The usage of these tests is still increasing. Among those candidates who have had their last interview longer than 3 years ago, only 9% have experience with predictive tests.

Be careful however: these tests are perceived by 1 out of 2 companies as a tool to select suitable candidates. Yet circa 1 out of 3 candidates feel like these tests do not give them the opportunity to show their qualities and skills. Therefore it is necessary to be careful when analyzing the results and feedback obtained from candidates.

Another playful way to evaluate the skills of candidates, is by using game based tests. Approximately 1 out of 4 candidates have experience with this, and 8% of companies use gamification.

Gamification echoes the evolution of recruitment processes. Recruitment is no longer just about the evaluation of candidates, but is now also used to enhance the employer brand and the attractiveness of the company.

2 OUT OF 3
candidates have already been tested predictively (aptitude, personality, etc.)

8%
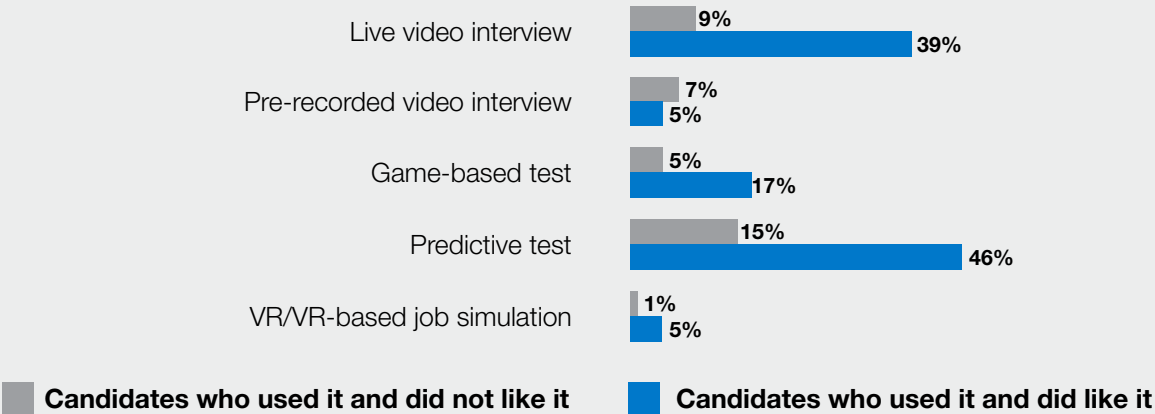of recruiters use gamification in their recruiting process

VIRTUAL REALITY: THE FUTURE OF DIGITALIZED RECRUITMENT?

As an even more advanced tool to assess the qualities of candidates, virtual reality (VR) has made its entry into the world of recruitment.

Several companies have integrated VR-based job simulations in their recruitment processes. These interactive simulations project candidates more realistically into a proposed situation. They are, for example, challenged to make decisions in a "real" environment. It is another way for companies to select those candidates that are most likely to be a match with the job and the company.

Virtual reality and VR-based job simulations are particularly popular among candidates: 81% of those who have used these tools have enjoyed the experience. These innovations, which are still a novelty, are currently not used in recruitment very often: only 2% of companies say they use them. Therefore, 2 out of 3 candidates have never tested these tools and are curious to try them.

When candidates are asked about the reason why they would like to use VR, 31% of them think it would give them a clear image of the job requirements and company culture. 22% of companies consider it to be an aid that could help them make the right decisions about candidates.

	Candidates who used it and did not like it	Candidates who used it and did like it
Live video interview	9%	39%
Pre-recorded video interview	7%	5%
Game-based test	5%	17%
Predictive test	15%	46%
VR/VR-based job simulation	1%	5%

Candidates who used it and did not like it   **Candidates who used it and did like it**

31%

OF CANDIDATES FEEL THAT VR-BASED JOB SIMULATIONS CAN PAINT A CLEAR PICTURE OF THE JOB AND COMPANY
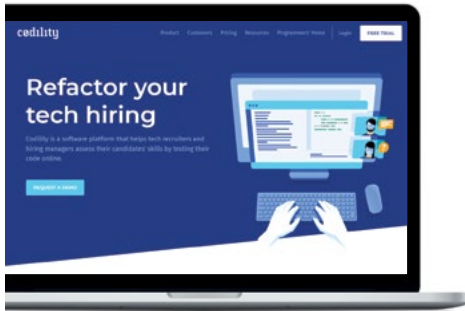
- Codility is an online coding assessment tool whose bespoke tests can be produced from a list of 100 key skills (coding, algo, bug fixing, SQL, and more) and three difficulty levels
- Its ease of implementation and low cost allow for many participants – giving businesses a large pool to draw from, thus reducing the risk of losing out on talented coders
- Test results are scanned and compared to previous submissions, and identical copies are flagged for cheating
- Codility is based in Poland and is highly respected by the coding community. Initial trials from Robert Walters' clients are very positive: showing an improved candidate experience, line manager experience and cost savings in the recruitment process

NEW MARKET ENTRANT // **MARKET PLAYER** // ESTABLISHED

ASSESSMENT

THE ROBERT WALTERS INNOVATION LAB'S EXPERIENCE WITH CODILITY

Our Innovation Lab organized a test to determine if Codility could be a viable solution to help one of our clients, a leader in the international financial services market, to cope with the many interviews their technology department is facing.

KEY FINDINGS

TIME SAVING

10%

10% Time Saving: First stage phone interviews for this case study account for over 435 hours of a hiring manager's time (16 hours per vacancy). As a result of our trial, the number of hours dropped to 389 (13 hours per vacancy).

DELIVERING QUALITY

4.8%

The number of candidates that were rejected after taking the Codility assignment was 4.8% higher than the number of rejects after manual screening by technology experts and hiring managers.

"Codility saves time, replacing the need to have a technology expert or hiring manager review CV's and conduct telephone interviews. Tests can be administered by the recruiter once a CV is received and all candidates can be given the chance to take a test. This not only reduces unconscious bias at CV review stage, but also gives candidates who might not be able to craft a well written CV the chance to demonstrate their skills."

TOM LAKIN - Senior Innovation Manager at the Robert Walters Group
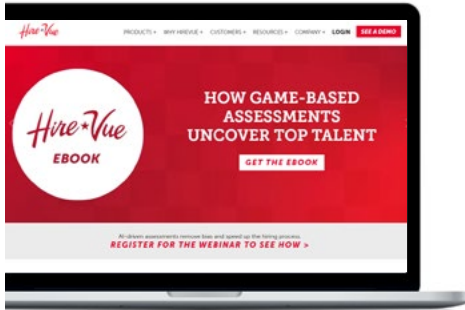
MINDX

- MindX game based assessments (GBAs) measure cognitive abilities in a scientifically valid, fair and reliable way, while providing an engaging applicant experience
- MindX offers a range of ready-to-use certified GBAs that are matched to different roles and job functions. There's also an option to configure assessments tailored to an individual organization and its culture
- Its assessment of cognitive abilities are grounded in psychological research on the key determinants of employability, job performance and career progression

"Let the games begin. MindX GBAs target curious and driven digital natives who want the opportunity to demonstrate their abilities. It was a unanimous positive verdict in our pilot group. A great candidate experience, and its bespoke reports provided insights on each person's psychological characteristics which could be matched with key job requirements."
TOM LAKIN - Senior Innovation Manager at the Robert Walters Group

GAME-BASED ASSESSMENT

ASSESSMENT

GAMIFICATION

DATA VISUALISATION

## THE ROBERT WALTERS INNOVATION LAB'S EXPERIENCE WITH MINDX

Resource Solutions, part of the Robert Walters Group, piloted MindX to fill an Analyst vacancy within the Innovations Lab.

There was unanimous positive feedback received on the candidates experience and the reports from MindX were used to identify individual strengts, weaknesses, as well as team gaps.

MindX personality maps served as a supplement to candidate interviews in selecting the right new team member.
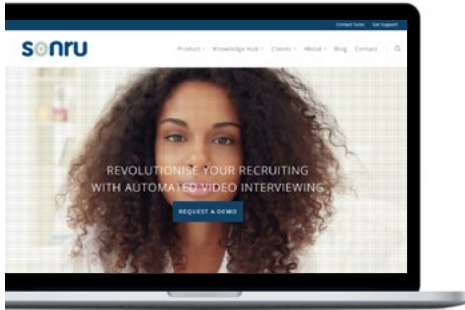
- Sonru is a video interviewing platform that allows applicants to record their interviews in their own time
- Hiring managers can review applicants on any connected device at their convenience
- Video interviewing often reduces time-to-hire and increases the interview-to-fill ratio

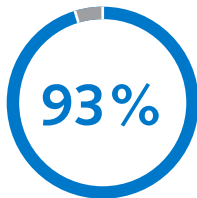## NEW MARKET ENTRANT // **MARKET PLAYER** // ESTABLISHED

ASSESSMENT

MOBILE

THE ROBERT WALTERS INNOVATION LAB'S EXPERIENCE WITH SONRU

As technology continues to play an important role in the recruitment process, we trialled Sonru for one of our investment management clients. Our client created bespoke welcome videos that brought their brand to life.

93% response rate in 5 days

100% 100% of candidates surveyed felt sufficiently informed as to what was expected from their video interview before recording their actual interview, despite only 29% ever having completed a video interview before

11%

OF CANDIDATES HAVE USED PRE-RECORDED VIDEO INTERVIEWS

INNOVATIVE ONBOARDING FOR HIGHER ENGAGEMENT

The interviewing and hiring stages went well, but the challenge hasn't been completed...

The onboarding of a new employee is an integral part of the recruitment process. Not only will it determine whether the new joiner will want to stay with your organisation, a good onboarding experience will also create higher engagement among your new joiners. A growing number of organisations have therefore decided to implement an onboarding strategy, to which innovation can be a real asset.

COLLABORATIVE INTRANET, E-LEARNING PLATFORMS: THE BASICS OF SUCCESSFUL INTEGRATION

63% of companies have a collaborative intranet for information sharing among new and existing employees. It is a popular tool that is appreciated and adopted by 38% of the surveyed candidates during their last onboarding process.

Training, essential for a smooth onboarding process, also has its innovative tools. E-learning platforms are used by 50% of companies and adopted by 60% of candidates.

E-LEARNING PLATFORMS ARE USED BY 50% OF COMPANIES FOR THE ONBOARDING OF NEW EMPLOYEES.

88%

OF THE USERS OF E-LEARNING PLATFORMS APPRECIATE THE EXPERIENCE

45%

## OF CANDIDATES HAVE EXPERIENCE WITH ONBOARDING VIDEOS

INNOVATIVE TOOLS IN THE ONBOARDING PROCESS

Few candidates have had the opportunity to use innovative digital tools as part of their onboarding, although these solutions have proven itself to be effective for some years. 90% of those employees who have accessed a corporate social network during their onboarding process appreciated the usage.

59%
of respondents report to have accessed a corporate social network upon their arrival in a new position

45%
of candidates have experience with onboarding videos
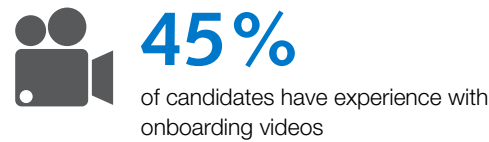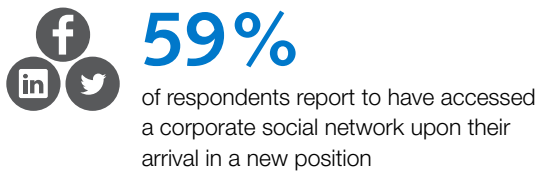
45% of candidates have used onboarding videos, and 84% of them appreciated these videos. This shows that video is a welcome addition to the onboarding program.

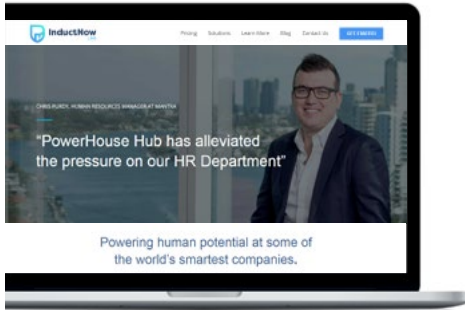## OF THE PEOPLE WHO USED THE TOOL:

Corporate social network
10%
90%

E-learning platform
12%
88%

Onboarding video
16%
84%

Collaborative intranet
12%
88%
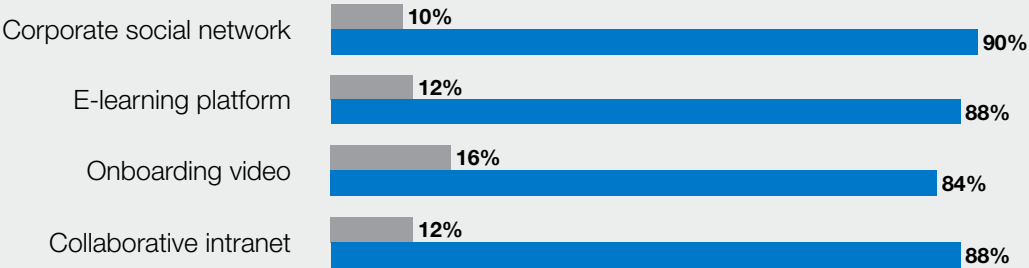
■ candidates that did not appreciate the experience ■ candidates that did appreciate the experience

INDUCTNOW

"PowerHouse Hub has alleviated the pressure on our HR Department"

Powering human potential at some of the world's smartest companies.

- InductNow is an onboarding, induction and training software product which can be fully client branded and allows candidates to receive a high-touch welcome at low cost
- Bespoke videos, forms and content can be uploaded, acting as a go-to portal for new starters ready to join
- InductNow can save time spent on face to face inductions and allow new joiners to start training before their first day in the office
- InductNow is a simple, affordable off-the-shelf solution and can be easily branded. The portal can include training modules, compliance, welcome videos and content - it is a white label product so it is far more cost effective than company websites

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ONBOARDING & INTRODUCTION

THE ROBERT WALTERS INNOVATION LAB'S EXPERIENCE WITH INDUCTNOW

Resource Solutions, part of the Robert Walters Group, has launched its own InductNow platform last year in the UK, South Africa, the United States and the Asia-Pacific region.

KEY FINDINGS

- Users receive a welcome email with individual login details from Resource Solutions
- Users receive a login between the moment they verbally accept the job and their start date
- Number of active users during first week of trial - 26
- Number of training modules completed - 180

"As a fast-growing business, we needed to ensure our new employees received a warm Resource Solutions welcome along with essential information via a fully branded, mobile-optimized platform. The portal is one of the first personalized touch points and a great way to share our values in a professional, engaging way."

INDY LACHHAR - Head of Talent Development at Resource Solutions

WORKPLACE BY FACEBOOK

- Workplace by Facebook is a professional communication platform that allows employees of the same company to exchange and share information
- Workplace is based on the same model as Facebook, allowing for the creation of a network of collaborators connected by publications and professional events shared by the community
- By providing a news feed, live chats, workgroups and even a mail service, Workplace is a revolutionizing corporate communication medium that reinforces team cohesion around a shared entrepreneurial spirit

NEW MARKET ENTRANT // MARKET PLAYER // **ESTABLISHED**

RECEPTION & INTEGRATION

MOBILE

EXPERIENCE OF ROBERT WALTERS' INNOVATION LAB

In 2018, the Robert Walters Group has introduced Workplace by Facebook to all employees worldwide; over 4000 users. We surveyed them about their use of Workplace.

MAIN RESULTS:

- **86%** of our employees use Workplace on a daily basis
- **90%** of our employees feel that they are better informed about the activities of their colleagues
- **83%** of respondents say they feel closer to their colleagues and the whole Group
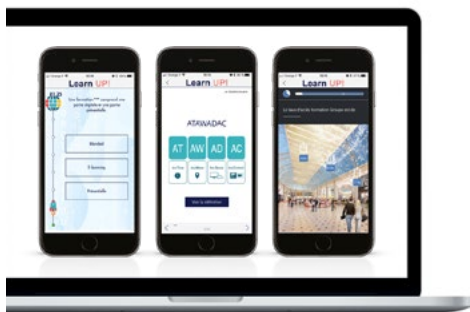

"The introduction of Workplace to the entire Robert Walters Group marked a turning point in the efficiency and visibility of information within the different teams. Now that Robert Walters is growing rapidly, Workplace is a must-have platform to stay united and in touch."
CORALIE RACHET - Managing Director Robert Walters France

- Teach on Mars is a mobile learning platform integrating all parts of the learning cycle (before, during and after the face-to-face training)
- Employees become more involved in their training thanks to an intuitive native application: they are trained faster and easier, using their mobile, tablet or computer
- By integrating gamification (badges, ranking, battles), Teach on Mars allows training to become fun and dynamic
- The social dimension (walls, liking, sharing, forums) is also acclaimed by learners
- Used in the integration process, the Teach on Mars solution modernizes professional training and enhances the employer brand. Fully customizable to corporate colors, the application reinforces feelings of belonging and the desire to learn

TRIPLE SATISFACTION

- **For trainers:** improved engagement and clear insights into the level of knowledge of the participating employees
- **For employees:** personalized, high paced training, adapted to their level of knowledge
- **For the company:** modern, multilingual training that is delivered in real time and easy to monitor

NEW MARKET ENTRANT // **MARKET PLAYER** // ESTABLISHED

RECEPTION & INTEGRATION

TRAINING

MOBILE

EXPERIENCE FROM KLEPIERRE

Klépierre, a major player in shopping center real estate in continental Europe, operates in 16 countries with more than hundred large centers.

Its internal training programme, Klépierre University, aims to accelerate the skill development of their 1,300 employees and to modernize educational content through digital tools. Teach on Mars was used for the whole range of training on various topics, from social skills to management and cost saving. Upon arrival, a new employee gets access to Teach on Mars. Here the employee has access to his integration path: a presentation of the company and its strategy and history, as well as a presentation of the headquarters with a 360° representation of the building.

MAIN RESULTS

- 100% of Teach on Mars users felt like they were trained better and faster
- 52% of employees connected to Teach on Mars within the first months
- Klépierre now offers 25 courses through Teach on Mars

"Teach on Mars marked a turning point in the visibility and effectiveness of our training within the group. In this time of digitalization, Teach on Mars is an essential platform to train our staff and spread the corporate culture that unites our teams in Europe."
BETTY ABILIOU - Corporate University Manager, Klépierre

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RECOMMENDATIONS

OUR 5 TIPS FOR COMPANIES WHO WANT TO GIVE INNOVATION THE ROLE IT DESERVES IN THEIR RECRUITMENT PROCESS:

1. Make sure your brand is visible on social media networks and on rating websites. Reviews from your current employees provide valuable insights to potential hires.

2. Offer innovative experiences to your applicants and new joiners: virtual reality, social intranet platforms, videos... innovation offers a range of opportunities to share your employer brand during the hiring stages and the onboarding program.

3. Use innovation to offer increased mobility and new ways to respond. Video interviews via conference tools such as Skype have proven its worth. However, pre-recorded videos as part of the selection process have not yet won the affection of many candidates.

4. Make sure to keep the human dimension in your recruitment process: many candidates are unpleasantly surprised by the dehumanization that artificial intelligence can cause. It is important to use AI wisely to preserve an authentic candidate experience.

5. Not all skills can be measured by means of technology: although matching sites and assessment tools can definitely be helpful in confirming the judgments of both the candidate and recruiters, these developments will not replace human contact. This is still a necessary element in the process to establish feelings of trust. Instead of replacing people, innovation puts human contact back at the heart of strategy and performance.

If you are looking for more advice on how to optimize your recruitment process and onboarding program, please do not hesitate to reach out to us.

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