Improving Quality of Hire through Recruiting Enablement

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Companies are facing new pressures in talent acquisition that impact both processes and technology. Talent acquisition and HR leaders can no longer afford to rely on a reactive or traditional approach to recruitment. They must look to the future and rely on data to meet the needs of the business and the changing expectations of candidates, recruiters, and hiring managers.

This shift in talent acquisition is forcing companies to think more strategically about quality of hire. *According to Aptitude Research's 2020 Talent Acquisition study, 63% of companies stated that identifying quality hires is the greatest challenge facing their organization.* Yet, for many companies, there is currently no standard around measuring and improving quality of hire. Talent decisions are made based on gut rather than on data and insights. To thrive in today's environment, companies must consider a more systematic, data-centric approach to talent acquisition.

Leading companies are turning to Recruiting Enablement to help them achieve this objective. Recruiting Enablement provides recruiters with the tools they need to be successful in attracting, recruiting, and hiring quality talent. These tools automate the administrative tasks of talent acquisition and allow recruiting and hiring teams to make data-driven decisions focused on quality. *According to Aptitude Research, companies that use data to automate decision-making are twice as likely to improve quality of hire.*

This report, based on research conducted in February and March 2020, will provide a closer look at Recruiting Enablement. It will help address the following questions:

- What are the key drivers of Recruiting Enablement today?
- What is the impact of Recruiting Enablement on the business?
- What are the specific use cases for Recruiting Enablement?
- How can companies get started?

Recruiting Enablement Definition

Recruiting Enablement is the practice of providing talent acquisition professionals with the tools (processes, content, and technology) that they need to be effective and efficient at recruiting quality hires.

Reactive Recruiting	VS	Recruiting Enablement
✗ Poor alignment between recruiting and business		✓ Strong alignment between business and recruiting goals
✗ Lack of data and insights		✓ Improvements made based on data
✗ Inconsistent processes		✓ Consistent processes
✗ No or little content to engage candidates		✓ Content created and improved based on data

The Key Drivers of Recruiting Enablement

Most enterprise organizations leverage sales enablement practices to be more effective at reaching customers and hitting sales goals. According to research conducted by CSO Insights, having an effective Sales Enablement function leads to two-digit improvements for quota attainment and win rates for forecast deals compared to those organizations without enablement. Sales Enablement is most successful when data and insights fuel it.

The same principles and results can be applied to talent acquisition. Organizations that leverage a Recruiting Enablement practice see improvements such as overall efficiency and quality. Recruiting Enablement takes the guesswork out of talent acquisition and allows companies to use data and insights to drive success.

So, why is Recruiting Enablement just starting to take off when sales enablement is widely adopted?

One reason is that companies are facing intense pressure to identify and measure quality of hire more accurately (see Figure 1). While quality of hire is certainly not a new concern, the responsibility has shifted from hiring managers to HR and talent acquisition leaders. **Over 80% of organizations believe that quality of hire is a recruitment metric rather than a hiring manager metric, according to Aptitude Research's 2019 study.** As a result, talent acquisition leaders are being held accountable for what happens beyond when a candidate accepts an offer.
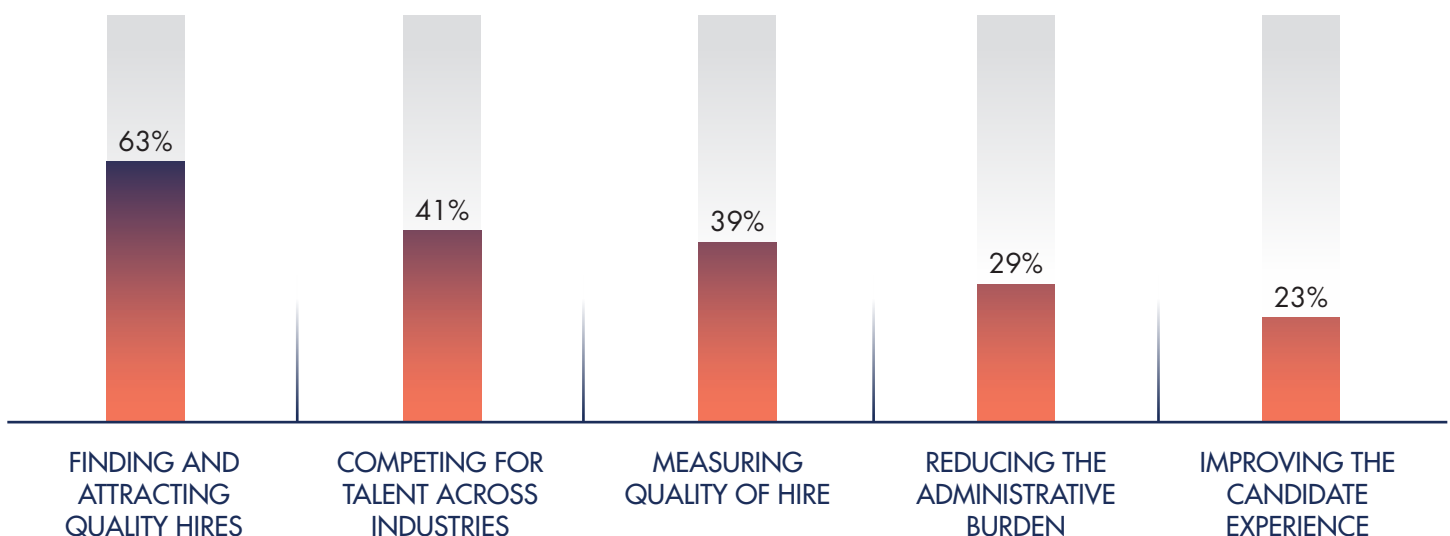
Unfortunately, most companies do not have a way to measure quality. Recruiting Enablement, as a practice, provides a standard for companies to define, measure, and track quality of hire. It automates workflows to lift the administrative burden placed on talent acquisition, allowing recruiters to focus on more strategic endeavors. Recruiting Enablement technology also uses AI and machine learning to rank candidates on better decision criteria such as soft skills, potential, and the likelihood of offer acceptance.

According to Aptitude Research,

72%

of enterprise companies stated that using data to automate decisions is a priority in 2020.

Figure 1: Top Recruitment Challenges

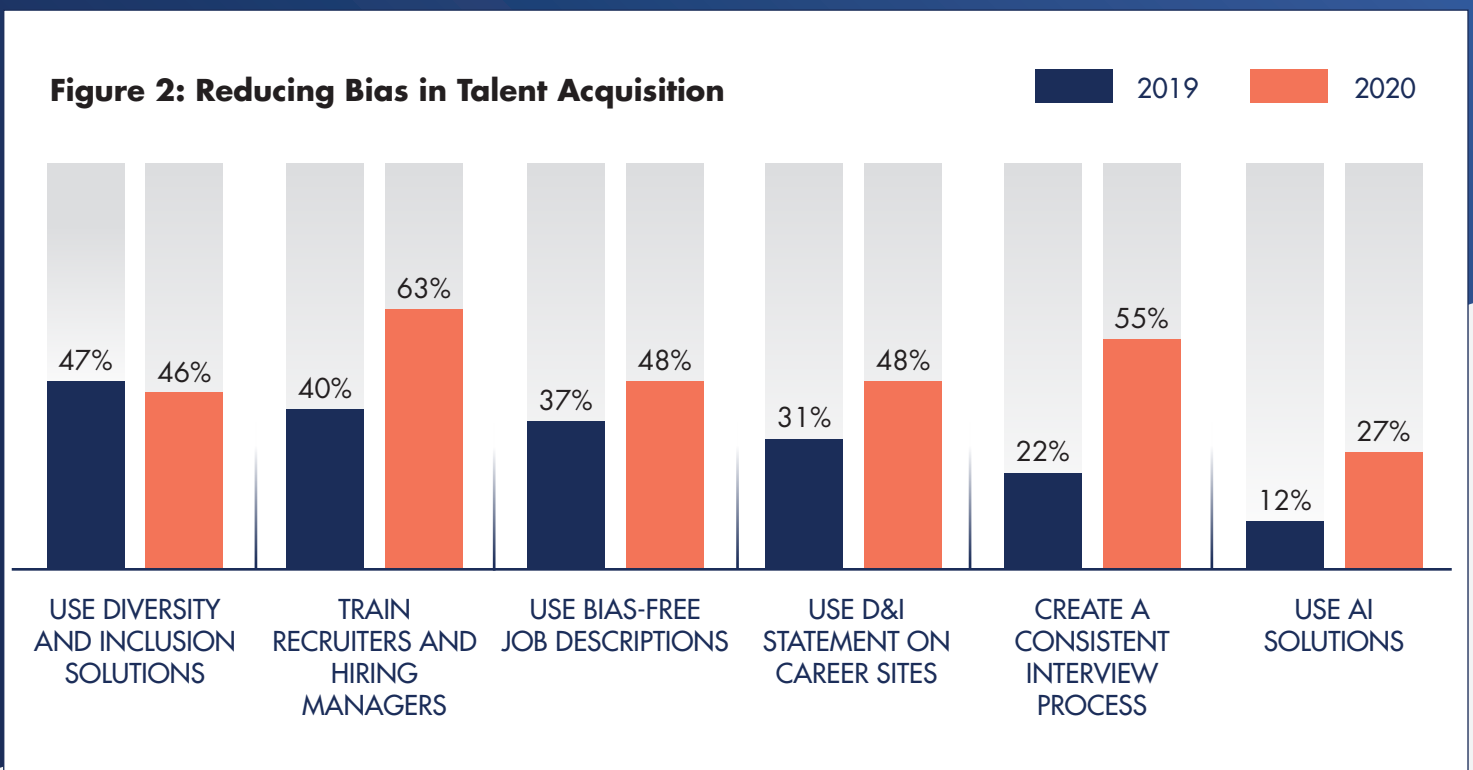| FINDING AND ATTRACTING QUALITY HIRES	COMPETING FOR TALENT ACROSS INDUSTRIES	MEASURING QUALITY OF HIRE	REDUCING THE ADMINISTRATIVE BURDEN	IMPROVING THE CANDIDATE EXPERIENCE
63%	41%	39%	29%	23%

Source: Aptitude Research, 2020 Talent Acquisition Study, n=328

Quality of hire may be the primary driver for Recruiting Enablement. Still, other factors impact the demand for Recruiting Enablement today, including reducing bias, lifting the administrative burden, personalizing the candidate experience.

Reducing Bias

According to Aptitude Research, nearly 90% of companies are concerned with reducing bias in their talent acquisition process. Yet, when talent acquisition leaders are asked what steps they take to reduce bias, most companies focus on training programs (see Figure 2). While these programs can provide insights and education, they often just check a box in reducing bias. They do not fundamentally address the problem. Recruiting Enablement can help companies expand their talent pools, de-bias job descriptions, reduce bias from decision-making, and personalize content to support diversity and inclusion efforts.

Figure 2: Reducing Bias in Talent Acquisition

Legend: ■ 2019   ■ 2020

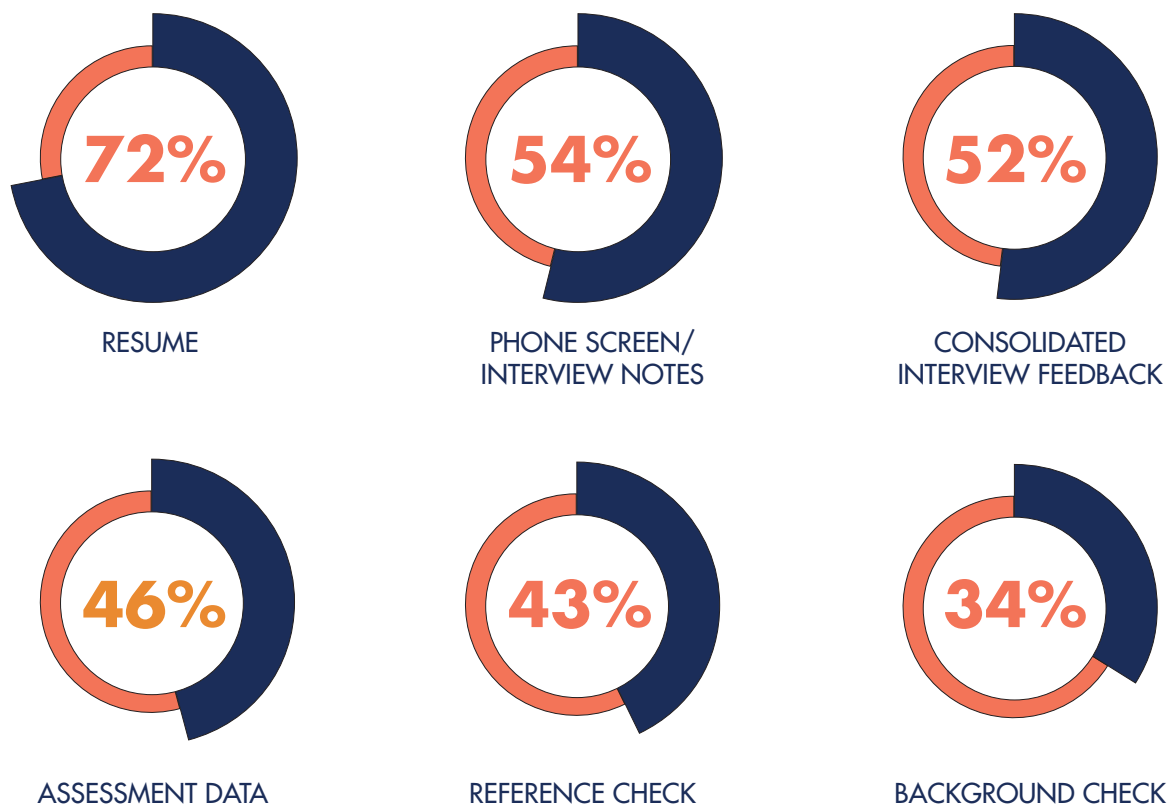| Category	2019	2020
USE DIVERSITY AND INCLUSION SOLUTIONS	47%	46%
TRAIN RECRUITERS AND HIRING MANAGERS	40%	63%
USE BIAS-FREE JOB DESCRIPTIONS	37%	48%
USE D&I STATEMENT ON CAREER SITES	31%	48%
CREATE A CONSISTENT INTERVIEW PROCESS	22%	55%
USE AI SOLUTIONS	12%	27%

Lifting the Administrative Burden

Talent acquisition professionals must handle both tactical and strategic aspects of their jobs. When asked how recruiters spend their time, scheduling interviews and calls, searching for candidates in an ATS, and scheduling time with hiring managers were top of the list. In fact, recruiters spend, on average, over 16 hours a week on scheduling (Aptitude Research). A practice of Recruiting Enablement can automate these tasks and create workflows to let recruiters focus on the aspects of their job that create more value for the organization. Recruiting Enablement also ensures that candidates have a simple, intuitive experience. According to Aptitude Research, 1 in 3 companies state that the application process takes over 30 minutes.

Source: Aptitude Research, 2020 Talent Acquisition Study, n=328
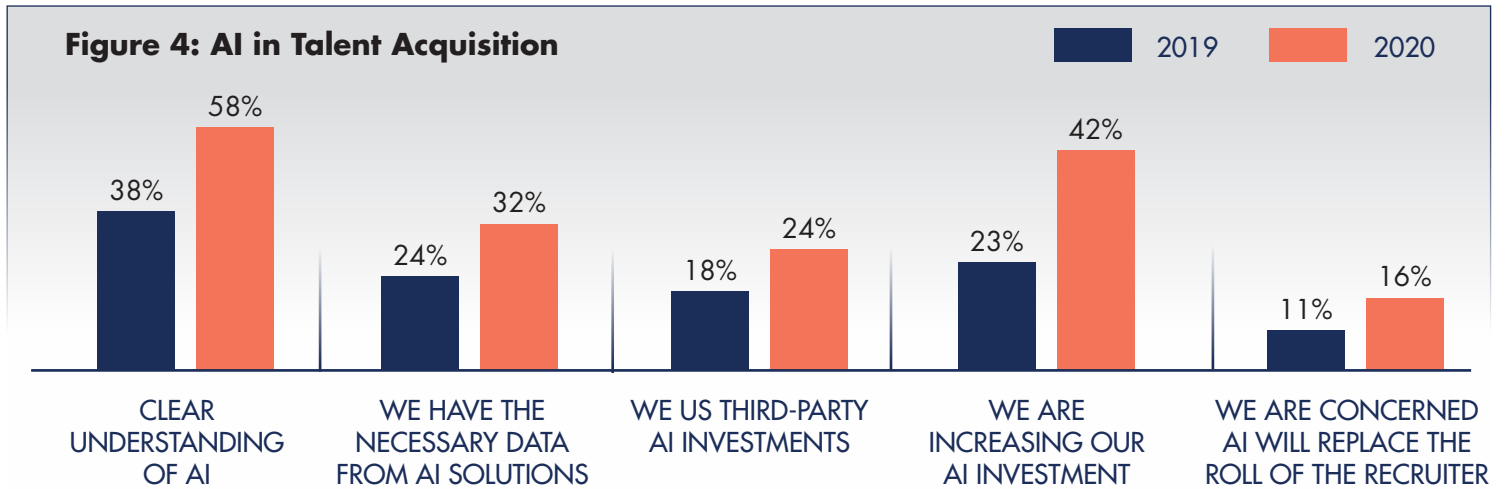
Providing Data to Hiring Managers

According to Aptitude Research's 2019 talent acquisition study, 67% of talent acquisition and HR professionals are not providing hiring managers with the right data to made decisions, and only 32% of senior leaders are confident in the data that they have available to make decisions. When asked what type of information they receive to inform decisions better, hiring managers are relying on resumes more than any other source (Figure 3). Recruiting Enablement can help companies be consistent about the use of data to inform decision making and give insights to hiring managers beyond the resume.

Figure 3: Data that Informs Hiring Decisions

72%
RESUME

54%
PHONE SCREEN/
INTERVIEW NOTES

52%
CONSOLIDATED
INTERVIEW FEEDBACK

46%
ASSESSMENT DATA

43%
REFERENCE CHECK

34%
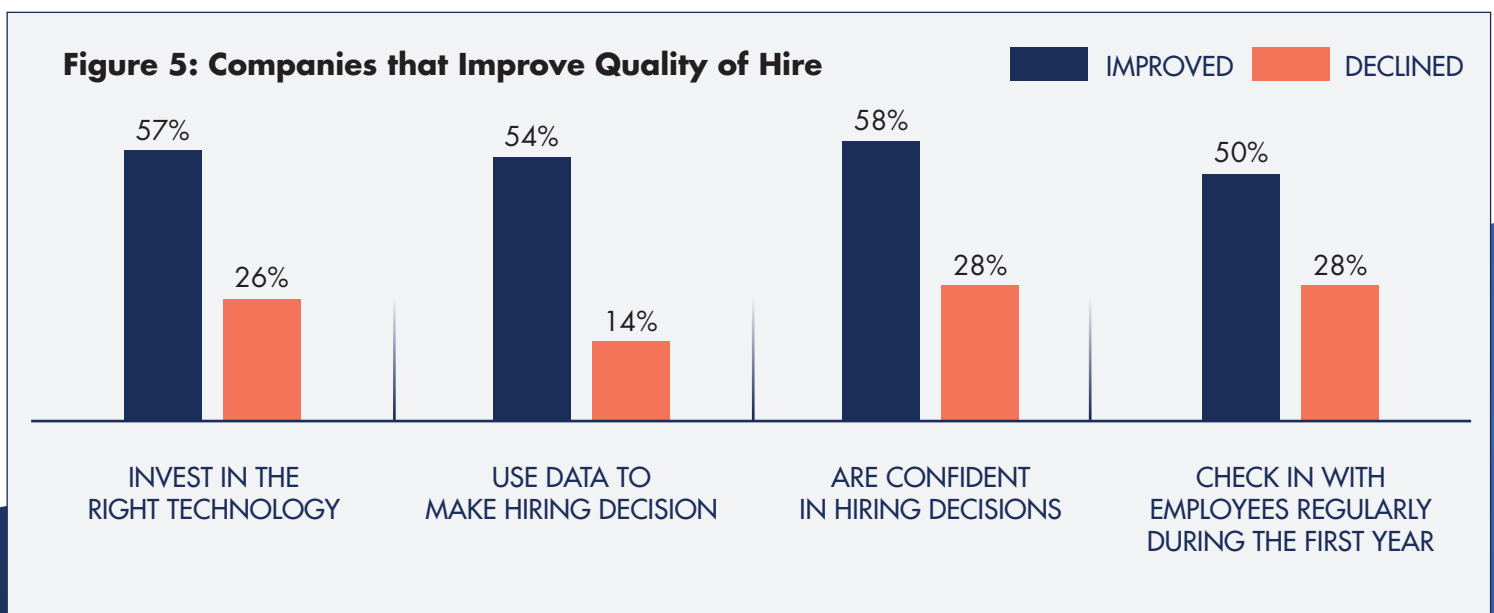BACKGROUND CHECK

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Increasing Investment in AI

Although talent acquisition and HR still lag behind other industries in the adoption of AI, Aptitude Research's latest research shows significant improvements in the understanding of AI, investment in AI, and data from these solutions. As companies look for science over the gut to make decisions, AI-powered solutions can help them be more efficient and effective at attracting and recruiting talent.

Figure 4: AI in Talent Acquisition

Legend: 2019, 2020

- CLEAR UNDERSTANDING OF AI: 38% (2019), 58% (2020)
- WE HAVE THE NECESSARY DATA FROM AI SOLUTIONS: 24% (2019), 32% (2020)
- WE US THIRD-PARTY AI INVESTMENTS: 18% (2019), 24% (2020)
- WE ARE INCREASING OUR AI INVESTMENT: 23% (2019), 42% (2020)
- WE ARE CONCERNED AI WILL REPLACE THE ROLL OF THE RECRUITER: 11% (2019), 16% (2020)

The Impact of Recruiting Enablement Technology

Recruiting Enablement is a combination of process, content, and technology. While all three components can help companies improve talent acquisition, technology is where organizations see the most significant impact on their talent acquisition efforts. According to Aptitude Research's 2020 Talent Acquisition survey, companies that are investing in automation are two times more likely to improve quality of hire and the candidate experience. Figure 5 shows that companies that invest in technology and use data to drive decisions see a greater improvement in quality of hire (Aptitude Research 2019).

Figure 5: Companies that Improve Quality of Hire

Legend: IMPROVED, DECLINED

- INVEST IN THE RIGHT TECHNOLOGY: 57% (Improved), 26% (Declined)
- USE DATA TO MAKE HIRING DECISION: 54% (Improved), 14% (Declined)
- ARE CONFIDENT IN HIRING DECISIONS: 58% (Improved), 28% (Declined)
- CHECK IN WITH EMPLOYEES REGULARLY DURING THE FIRST YEAR: 50% (Improved), 28% (Declined)

Source: Aptitude Research, 2020 Talent Acquisition Study, n=328

Recruiting Enablement technology automates processes and provides AI-powered analysis so recruiters and hiring managers can make better decisions. It also helps to address some of the following challenges:

MANAGING DATA FROM MULTIPLE PLATFORMS:

According to Aptitude Research, 40% of enterprise companies use ten or more recruiting solutions, and 1 in 2 of those companies do not measure the ROI of that investment. Recruiting Enablement provides one source of data that fuels decision making.

IMPROVING THE CANDIDATE EXPERIENCE:

Recruiting Enablement makes talent acquisition more intuitive to the candidate. It gives them a simple process to trust that they are moving along and the communication if they are not. The AI-powered analysis allows employers to look at candidates more holistically. It also engages candidates by giving them the right content at the right time.

PERSONALIZING THE EXPERIENCE:

Recruiting Enablement is not a one-size-fits-all approach. It includes the workflows and processes that are tailored by candidate type or role so that the process is more inclusive and better suited. The processes could be developed based on insights gained.

SPEEDING UP DECISION MAKING:

Companies face many delays in the recruitment process that add unnecessary stress on recruiting teams and candidates. Recruiting Enablement creates greater efficiency and automates workflows.

Recruitment Enablement technology does not impact just one area of talent acquisition. It extends from recruitment marketing efforts to onboarding. It leverages data and automation throughout the entire candidate experience and provides intelligent workflows to move the right candidates along in the process in a more effective way. Recruitment Enablement is successful when it is used throughout the entire process, from attracting talent to onboarding (see Figure 6). Yet, only 27% of enterprise companies are only planning to automate more than 50% of their talent acquisition processes this year, according to Aptitude Research, and the majority of those companies are just automating the application process.

Figure 6: Recruiting Enablement through the Talent Acquisition Funnel
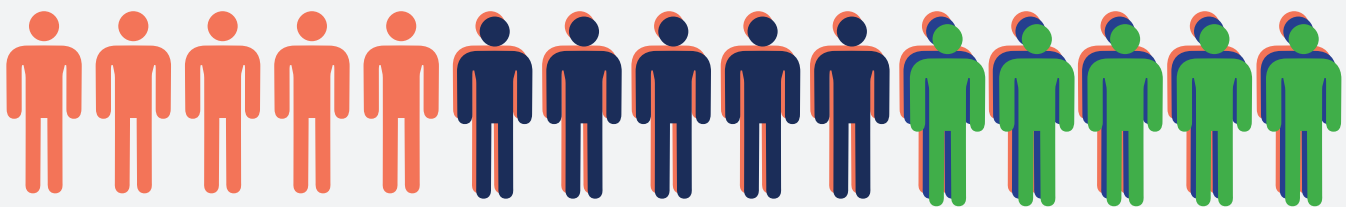
ATTRACT
- De-Bias Job Descriptions
- Personalize Content
- Consent Candidate engagement

RECRUIT
- AI powered analysis and Candidate Ranking
- Automate Interview
- Automate Assessment
- Custom Workflows

ONBOARD
- Forms
- Tasks
- Engagement

ATTRACT

Recruitment automation begins in the attract phase of talent acquisition when companies are first beginning to engage with candidates. During this phase, insights into the right content and messaging are automated to attract the right talent. It can also help to provide the right personalized communication and information to candidates to keep them informed about the employer. De-gendered job descriptions and debiased job descriptions can help to reduce bias in the process as well.

RECRUIT

During the recruit phase of talent acquisition, recruitment automation ensures that the right candidates are moving along in the process of being dispositioned at the right stage. Candidates during this phase will receive consistent communication about their status and what they can expect moving forward. Recruitment automation can help to automate prescreening questions, provide interview self-scheduling, and realistic job previews through automated assessments. Provide the right workflows and ranking of candidates through AI-powered analysis.

HIRE

During the final stage of the recruitment process, companies can use recruitment automation to continue communication with candidates. Companies can automate the offer letter management stage to make sure that companies are staying compliant and that this experience extends into the new hire experience. Recruitment automation can continue to provide the communication and the positive experience during onboarding with forms automation tasks automation and socialization into the company culture.

The Use Cases for Recruiting Enablement

Although Recruiting Enablement impacts every area of talent acquisition, below are a few use cases where it is directly impacting the effectiveness of talent acquisition efforts:
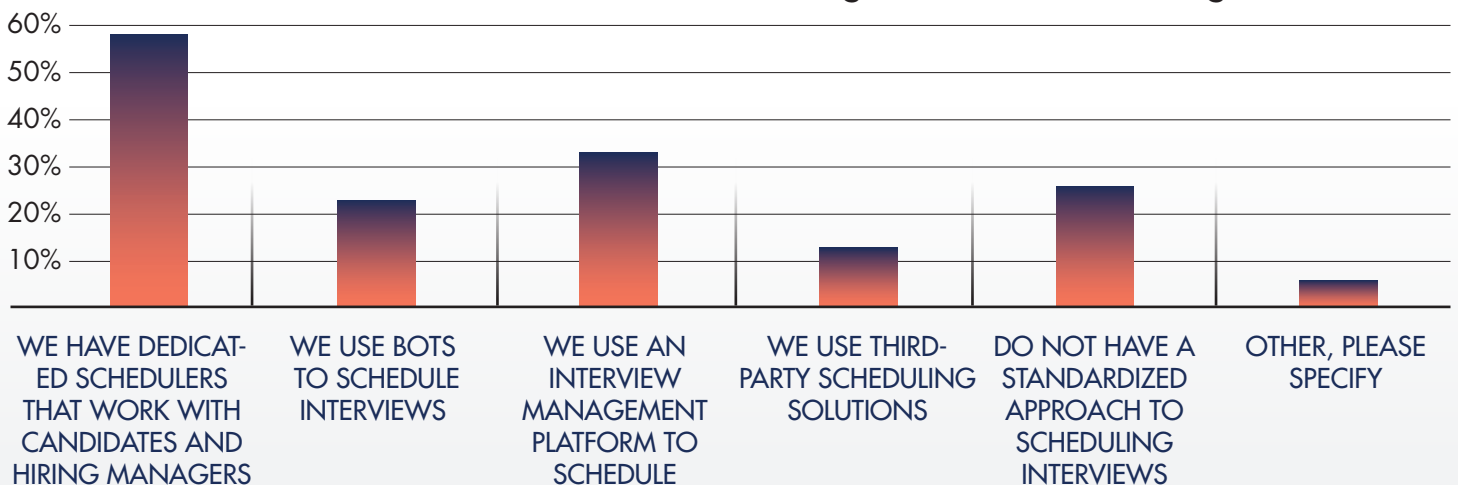
Interview Management:

Companies face many challenges with managing and scheduling interviews. Less than 50% of companies state that interviews are standardized at their organization. Hiring managers can delay the process and candidates are left feeling unprepared and confused. According to Aptitude Research

Recruiting Enablement can help companies:

- **Automate the scheduling of interviews**
- **Communicate with candidates throughout the process**
- **Provide data to hiring managers before the interview on the candidate**

Figure 7: Interview Management Process

Category	Value
WE HAVE DEDICATED SCHEDULERS THAT WORK WITH CANDIDATES AND HIRING MANAGERS	58%
WE USE BOTS TO SCHEDULE INTERVIEWS	23%
WE USE AN INTERVIEW MANAGEMENT PLATFORM TO SCHEDULE	33%
WE USE THIRD-PARTY SCHEDULING SOLUTIONS	13%
DO NOT HAVE A STANDARDIZED APPROACH TO SCHEDULING INTERVIEWS	26%
OTHER, PLEASE SPECIFY	6%

Source: Aptitude Research, 2020 Talent Acquisition Study, n=328

High-Volume

High-volume recruitment has always been a challenge for some companies. Still, in today's environment, companies in many different industries must think about filling positions more efficiently and manage a large number of applicants. These companies need to think about a shorter recruitment process and how automation can help to lift the administrative burden. Walmart is one example of an organization currently looking to fill over 100,000 positions and shorten the recruitment process from 2 weeks to 1-2 days. Recruiting Enablement can help these companies to:

- **Automate workflows and move large volumes of applicants through the process**
- **Use AI and machine learning to root out bias and score candidates more fairly**
- **Automatically fast-track candidates, visually ranked by clear decision criteria**

Diversity and Inclusion

Diversity and inclusion are a priority in talent acquisition, and more companies are beginning to invest in strategies and technology to support these efforts. Unfortunately, for most companies, bias is still a reality in how decisions are made around talent. Recruiting Enablement can help companies reduce this bias by:

- **De-biasing job descriptions**
- **Fairly ranking candidates through the use of technology**
- **Increasing the number of quality applicants by reaching a larger talent pool**
- **Using AI-powered insights to deliver relevant and inclusive content**

The Key Takeaways

Companies that want to invest in Recruiting Enablement are better able to improve efficiencies and improve quality of hire. Candidates often decide to join an organization solely on their interaction with a recruiting team during the talent acquisition process. If the recruiting process is automated, it gives candidates a more consistent and meaningful experience.

When companies consider investing in recruitment automation, they might want to consider the following:

Understand Unique Needs: Companies need to understand their unique requirements before investing. Companies should consider what goals they want to achieve and what processes they need to automate.

Consider a Provider with Expertise: Automating recruitment processes and investing in enablement requires solution providers with expertise in this area. Consider providers that have made a commitment through their product development and support teams.

Create a Change Management Strategy: Recruitment automation is only effective if companies use these solutions. Companies should consider a change management strategy to help support adoption efforts.

Recruitment automation can be a powerful tool for improving quality of hire and moving candidates through the process.

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Oleeo

With intelligence built-in, Oleeo's Recruiting Enablement platform is your recruiting force multiplier, letting you leverage data and automation to make great, diverse hires more efficiently and effectively, every day.

With Oleeo:

- Reduce recruiter workloads while nurturing, hiring, and/or redeploying high volumes of candidates·

- Tailor recruiting workflows to pinpoint and fast track top candidates, and to better engage candidates·

- Inform and hardwire D&I into your recruiting strategy, moving the needle in D&I

Oleeo's Recruiting Enablement platform includes solutions to attract, select, engage, and hire. With capabilities in volume recruiting, campus recruiting, event management, virtual recruiting, interview management, redeployment, internal mobility, candidate selection, de-biasing job postings, and talent acquisition insights, Oleeo offers the most comprehensive Recruiting Enablement platform.

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