



# RECRUITING ENABLEMENT

Leveraging Data and Automation  
to Achieve Great, Diverse Hires

**Just as Recruitment Marketing evolved our employer-branding mindset, focused our execution, and improved our candidate experiences, talent acquisition leaders are once again at the dawn of a game changer:**

## **Recruiting Enablement.**

As a practice, Recruiting Enablement encompasses the processes, content, and technology that empower talent acquisition teams to recruit both efficiently and effectively at high volumes and high velocity. Although the unique processes and content required for each firm, employer brand, and recruiting team may differ dramatically, the technology required to execute Recruiting Enablement must consistently achieve the following:

*Recruiting Enablement technology must drive automated and data-driven recruiting, empowering recruiters to support diverse and inclusive strategies at high volumes and through multiple configurable workflows.*

When done well, Recruiting Enablement empowers employers to make high quality and diverse hires efficiently by engaging diverse talent pools, enabling tailored employer value propositions (EVP), improving decision making, mitigating bias, reducing the administrative burden on recruiters and hiring managers, and speeding the alignment of recruiting with desired business outcomes regardless of strategy, complexity, or volume.

### **In this Recruiting Enablement primer we cover:**

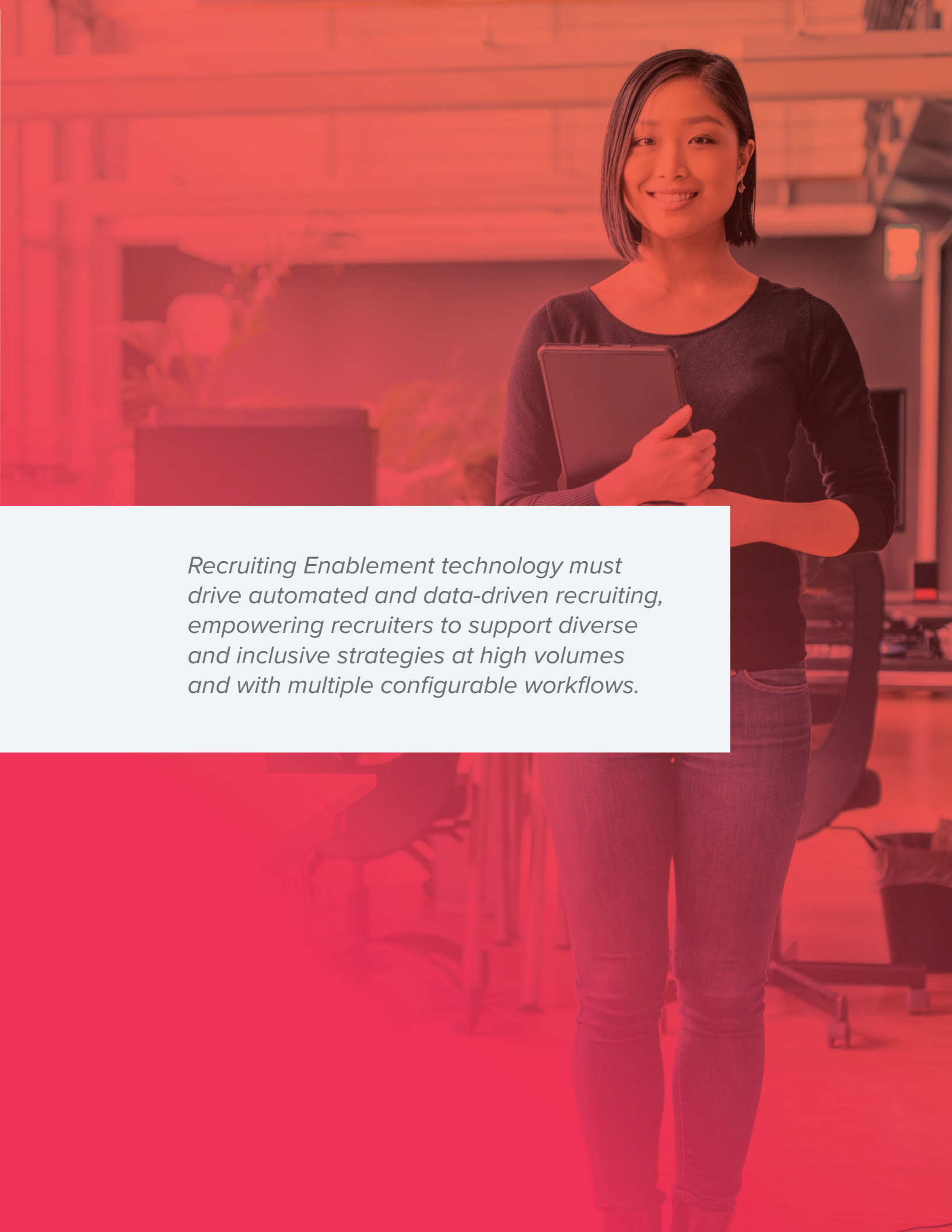
#### **Part 1:**

Why Now Is the Time for Recruiting Enablement

#### **Part 2:**

The Three Pillars of Recruiting Enablement



A woman with short dark hair, wearing a dark long-sleeved sweater and jeans, stands in an office environment. She is holding a tablet computer in her hands and looking towards the camera with a slight smile. The entire image is overlaid with a semi-transparent red color. In the background, there are blurred office desks, chairs, and a plant.

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Part 1:

# WHY NOW IS THE TIME FOR RECRUITING ENABLEMENT

## Recruiting at an Unprecedented Tipping Point

### Tight Competition for Talent

An overall “*shortage of qualified talent*” is still perceived as the largest hiring challenge for most companies. The numbers sharpen the pain: McKinsey reports that, as of 2020, companies in Europe and North America will need 16 to 18 million more educated employees than will be available<sup>1</sup>. When it comes to high-growth roles, the competition to attract, engage, and hire the right skilled talent is stronger than ever. In 2018, Gartner TalentNeuron data revealed that 49% of all job postings by some of the biggest companies were for the same 39 roles<sup>2</sup>.

*Recruiting Enablement empowers recruiters to expand their reach, build meaningful relationships with diverse talent, and make the right decisions faster than their competition.*

### Intense Applicant Volume

In addition to being hypercompetitive, the talent landscape is packed with casual candidates. As the barriers to apply give way to one-click application processes, candidates apply first and research second. Recruiters filling coveted roles consistently face a deluge of applicants, with some recruiters seeing up to 100,000 applicants for a single role.

*Recruiting Enablement empowers recruiters to pinpoint and engage with top candidates quickly, and to automate workflows that support diverse and inclusive recruiting strategies at scale.*

## Talent Demands an Inclusive Value Proposition

### High Candidate Expectations

The vast majority of job seekers consider an employer brand before applying for a job. Candidates want to understand not only the mission, vision, values, and purpose of an employer, but also how their specific role contributes toward them. Candidates want a realistic picture of the “*role value proposition*”—the day-to-day experience they can expect—as well as of how the role supports their future career aspirations.

Candidates expect brand content at every stage in their journey to be inclusive, engaging, and relevant to the unique questions they have. For example:

- Is there work/life balance?
- Will I feel included?
- How will I gain new experiences, develop skills, and improve my marketable talents?
- What do career paths look like here?
- Do the employer’s values align with mine?

With just 19% of employees agreeing that “*what my employer portrays about itself matches what it’s like to work there,*”<sup>3</sup> there’s obviously room for recruiting teams to improve how they articulate the employer value proposition.

*Recruiting Enablement empowers recruiters to configure workflows that deliver inclusive, role-specific content at any stage in the candidate journey.*

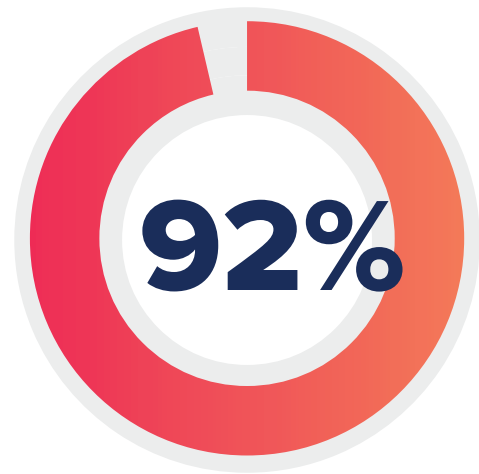
<sup>1</sup> [McKinsey - The world at work: Jobs, pay, and skills for 3.5 billion people](#)

<sup>2</sup> [Gartner TalentNeuron Data Shows 49% Of All Job Postings by S&P 100 Companies In 2018 Were For Just 39 Roles](#)

<sup>3</sup> [Only 19 percent of employees globally report their experience at work matches their firm’s employer brand](#)

In 2019, 92% of candidates admitted to considering at least one other offer besides the offer for the current position.

— Gartner



**METROPOLITAN  
POLICE**

## The Critical Role of Inclusive Content

### The Problem

The Metropolitan Police (London, UK) noticed a dramatic drop-off for female candidates at the physical assessment stage. The content being presented revealed a male-dominant workforce, leaving female candidates feeling both intimidated and excluded.

### The Solution

The Metropolitan Police redesigned content at this stage. They created video content that showed a more inclusive workforce, encouraging women to apply by reassuring them that they could find success in these roles.

### The Result

The Metropolitan Police were able to increase the number of women participating in and passing the assessment by 40%.

## Diversity and Inclusion Are No Longer Optional

A Deloitte survey<sup>4</sup> estimates that 63% of millennials would consider quitting if their employer didn't value diversity and inclusion. Employers who want to execute more diverse, inclusive recruiting strategies must simultaneously engage with wider, more diverse candidate pools while designing recruiting processes that root out bias and promote inclusion.

Today it's impossible to deny the strategic value of diverse teams supported within an inclusive environment. A Wall Street Journal study clearly shows the stocks of companies that score well on diversity metrics outperform those who score poorly in both the short and long term.

*"A diverse workforce promotes fresh, innovative thinking that translates into a competitive advantage, which in turn translates into winning products for our customers,"* said Mary Barra, chairwoman and chief executive at General Motors Co.

### But Diversity Alone Isn't Enough: Inclusion Is Key

Even highly diverse teams fall short unless they also feel a sense of inclusion. When teams feel inclusive, they work 12% harder and are 57% more collaborative than

noninclusive teams<sup>5</sup>. In addition, 74% of millennials<sup>6</sup>, set to be 75% of the workforce by 2025, believe their employer is more innovative when it has a culture of inclusion.

Although four out of five leaders agree that it's important to foster a climate where employees know they are expected to voice different points of view and feel comfortable doing so, just 31% of employees agree that *"the leaders at my company promote an inclusive team environment."*

Current recruiting processes echo the diversity and inclusion (D&I) contradiction, with just 37% of recruiters reporting that their function has implemented a strategy to increase diversity hiring. As businesses strive to improve diversity and inclusion throughout their talent processes, Recruiting Enablement is about not only expanding who you hire, but how you hire.

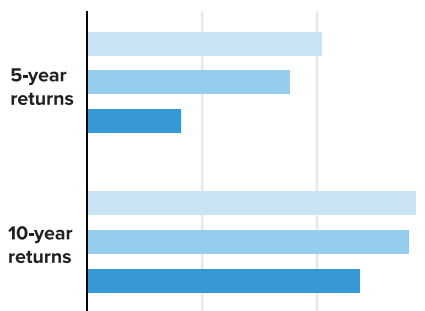
*Recruiting Enablement helps recruiters automatically root out bias during every stage of the recruiting process, from debiasing jobs, to serving up more inclusive content, to using insights hardwired into recruiting processes to more fairly rank and select candidates.*

### Diversity and the Market

The stocks of companies that score well in diversity have outperformed low scorers.

### Diversity and inclusion performance

- Top 20 performers
- Mid performers
- Bottom 20 performers



Note: Average compounded annual total stock return data is for the five and 10 years ended June 28.

Source: WSJ environment, social and governance research analysts

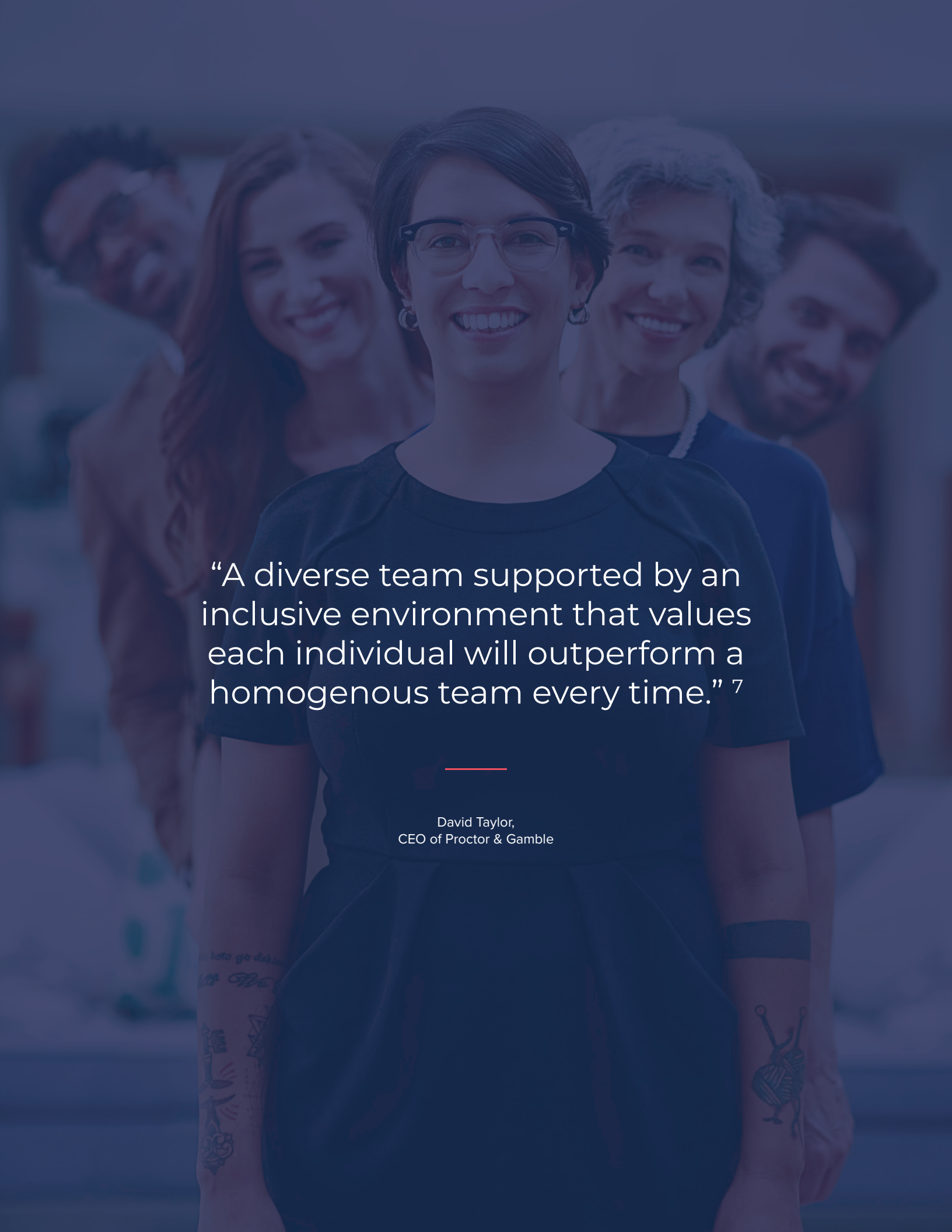
<sup>4</sup> [The Deloitte Global Millennial Survey 2019](#)

<sup>5</sup> 2016 Gartner Leadership Validation Survey

<sup>6</sup> [The business case for diversity in the workplace is now overwhelming](#)

<sup>7</sup> [The Business Case for More Diversity](#)





“A diverse team supported by an inclusive environment that values each individual will outperform a homogenous team every time.” <sup>7</sup>

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David Taylor,  
CEO of Proctor & Gamble

## All Relationships Matter

For many brands, their candidates and their customers are one and the same. This means protecting relationships with unqualified talent is equally as important as building relationships with qualified talent. Given that 60% of disappointed candidates don't want to be a customer and that 72%<sup>8</sup> will actively share a poor recruiting experience, the business case for keeping all relationships healthy seems obvious.

On top of protecting the consumer relationship with unqualified talent, brands must also build stronger relationships to combat "ghosting," a recent trend

where candidates abruptly stop all communication with no explanation. Thanks to low unemployment rates and the ease of "one-click" application processes, it is even more important to strengthen relationships along every step in the journey.

*Recruiting Enablement helps recruiters ensure that every interaction, regardless of final hiring outcome, remains personal, inclusive, and unbiased, thereby protecting the employer brand.*

### Protecting relationships with "Unqualified Candidates"

Unqualified "candidates" are brand fans that apply for open roles, but whose skills are not yet a fit for that role.

Recruiting Enablement helps recruiters automatically identify unqualified applicants and use bulk processes to move them into workflows that let them down easy in order to protect the original brand-customer relationship.

VS

### Building relationships with qualified "Casual Candidates"

The best candidates are often casual: they are aware of their value, have more than one offer to consider, and are snapped up fast<sup>9</sup>.

Recruiting Enablement helps recruiters pinpoint and fast-track the highest quality candidates -- while removing bias from the process -- giving hiring managers more time to build relationships before competitors do.

<sup>8</sup> [Career Arc - The State of the Candidate Experience](#)

<sup>9</sup> ERE Media Research



## Talent Moves Faster than Hiring Managers

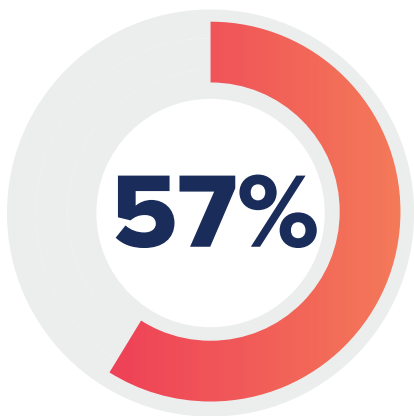
LinkedIn reports that 70% of companies still take anywhere between one and four months to make a new hire. Given the 10-day shelf life of the best talent, not only do companies risk losing to competition, they also risk losing to talent's short attention span. According to Robert Half's research<sup>10</sup>, 57% of job seekers lose interest if the hiring process takes too long.

### So what's the holdup? The hiring manager's struggle is real.

Charged with balancing quickly evolving roles, varying talent needs, candidates with multiple options, and unclear hiring decision rules, the typical hiring manager is struggling just to make a decision in the first place, let alone a timely one.

According to Gartner, a new role has emerged: that of the decisive hiring manager. While typical managers spend 70% of their total hiring process deliberating over decisions, the decisive hiring manager spends more time engaging with the right candidates and whittles decision time to just 30%. This more strategic use of time pays off, too. According to Gartner, decisive hiring managers hire 10% more high-quality candidates and 11% fewer low-quality candidates than typical hiring managers.

*Recruiting Enablement helps recruiters support decisive hiring manager patterns by automatically ranking high volumes of candidates against the most meaningful decision criteria, enabling recruiters to fast-track a ranked shortlist of qualified candidates for hiring managers to focus on.*



57% of job seekers lose interest if the hiring process takes too long.

— Robert Half

<sup>10</sup> [Robert Half - Are you taking too long to hire?](#)

Part 2:

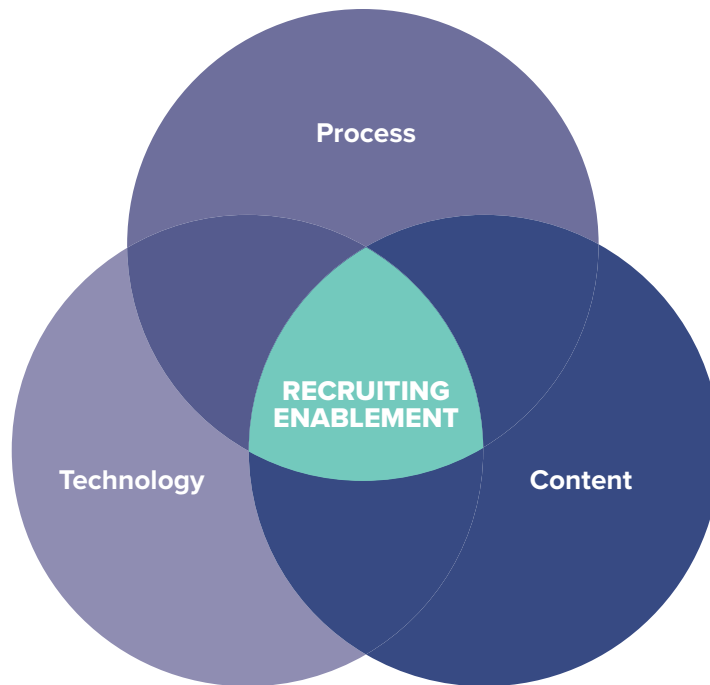
# THE THREE PILLARS OF RECRUITING ENABLEMENT

**Harvard  
Business  
Review**

*“Employers are missing the forest for the trees: Obsessed with new technologies and driving down costs, they largely ignore the ultimate goal: making the best possible hires.”*

—  
Harvard Business Review, May 2019

At its foundation, Recruiting Enablement has three pillars: process, content, and technology. When the three align, recruiters are empowered to make data-driven decisions and to automate diverse and inclusive strategies that improve both recruiting efficiency and effectiveness—hiring more high-quality and diverse candidates with greater velocity and agility than ever before.



## Process

At the highest level, the Recruiting Enablement process is about empowering recruiters to make the best possible hires every day, as efficiently and effectively as possible. This includes:

- Designing and configuring workflows that support diverse and inclusive recruiting strategies at scale
- Automating processes to serve up relevant content to candidates and to fast-track qualified candidates
- Streamlining administrative tasks such as interview management and gathering hiring committee feedback to identify qualified candidates more quickly
- Leveraging data-driven insights that are hardwired throughout recruiting processes to make better, evidence-led decisions

Here are examples of how the Recruiting Enablement process is designed to support a diverse and inclusive recruiting strategy at scale.

### Examples of Recruiting Enablement at Work:

#### CANDIDATE ATTRACTION

Degender job descriptions across all functions/roles/geographies

##### Why does it matter:

Gender-diverse companies are 21% more likely to have financial returns above their respective national industry medians.<sup>11</sup>

#### CANDIDATE ENGAGEMENT

Automate tailored drip campaigns to protect candidates and nurture casual candidates

##### Why does it matter:

Digitized recruitment processes have helped forge the casual candidate, who applies for jobs first and short lists them later.<sup>12</sup>

#### CANDIDATE SELECTION

- Use AI and machine learning to root out bias and score candidates more fairly
- Automatically fast-track high-scoring candidates, visually ranked by clear decision criteria
- Automatically move mid-scoring candidates into high-touch nurture campaigns

##### Why does it matter:

There are over 150 defined types of decision-making, belief, and behavioral biases!<sup>13</sup>

#### HIRING MANAGER SELECTION

Automate interview scheduling and feedback collection

##### Why does it matter:

52% of job applicants claim they would not recommend a company as a potential employer if the hiring process is slow.<sup>14</sup>

#### INSIGHTS

- Automatically identify gaps in candidate mix to understand performance against diversity & inclusion goals
- Automatically identify evidence of unconscious bias to focus training where it's needed
- Automatically monitor candidate satisfaction ratings throughout the interview and hiring process

##### Why does it matter:

Employees at large companies who perceive bias are nearly three times as likely disengaged at work and three times as likely to say that they're planning to leave their current jobs within the year.<sup>15</sup>

<sup>11</sup> [Mckinsey & Company - Why diversity matters](#)

<sup>12</sup> [Gartner - The Do's and Don'ts of Candidate Attraction Personalization](#)

<sup>13</sup> [Wikipedia.org - List of cognitive biases](#)

<sup>14</sup> [Personnel Today - Slow feedback putting off job applicants](#)

<sup>15</sup> [Forbes - New Data Reveals The Hard Costs Of Bias And How To Disrupt It](#)

## Content

Recruitment Marketing taught practitioners the value of well-branded content. Done right, this content helps brands build awareness, explain their unique EVP, and compete for the qualified candidates who share their values, feel connected to their purpose, and align with their culture.

Yet as a strong EVP becomes table stakes, it's harder for candidates to differentiate between competing opportunities. They need to see how the brand EVP translates to their own values, perspectives, and experiences, and it needs to happen way earlier in process.

This is where Recruiting Enablement shines. Recruiting Enablement helps recruiters design workflows that allow for specific, more relevant content that drills one layer down, to the day-to-day experience of a specific role. What's more, that content can be further tailored to meet a diverse universe of candidates from a more inclusive

perspective. By giving talent a transparent look at the unique *"role value proposition"* told from a more inclusive perspective, recruiters do a better job of encouraging candidates to self-select in or out, of improving culture fit, and of driving success around performance indicators like retention, offer and acceptance ratios, and culture fit.

As much as providing role-specific content can help you engage qualified candidates, the same approach can be just as important for candidates who aren't a fit. The right content served at the right time can help recruiters protect the employer brand when it's just not a match. For example, Recruiting Enablement makes it easier for recruiters to let candidates down easy.

Here are examples of how tailored content can support a diverse and inclusive recruiting strategy at scale.

### Content served to *"Unqualified Candidates"*

- Develop unqualified talent for a future role with nurturing content that recommends skills training and helps the candidate grow.
- Invite them to belong to your talent network for the future.
- Automate a thank-you campaign that keeps current customers advocating for your brand.

VS

### Content served to *"Casual Candidates"*

- One role, four plus ways: serve up role-specific digital stories told from different genders, generations, ethnicities, and geographies.
- Keep qualified talent warm with a newsletter that keeps your brand top of mind for when they are eventually ready for a move.



## Technology

The final pillar of Recruiting Enablement, technology, is the critical piece that enables the design and automation of diverse and inclusive recruiting workflows, hardwiring data-driven insights into processes and decision making.

As with all recruiting technology, keeping it simple for recruiters will drive adoption and ultimately results. Recruiters simply won't slog through multiple platforms; they'll just revert back to the manual processes they're already comfortable with.

Here are the key components of next-generation Recruiting Enablement technology:

### **Comprehensive**

Built to work with your existing tech stack, next-generation Recruiting Enablement technology includes functionality to support applicant tracking, assessments and screening, candidate relationship management, and event management.

### **Configurable**

Built to support diverse and inclusive recruiting strategies, next-generation Recruiting Enablement platforms allow recruiters to design and execute on highly tailored workflows that include the specific processes and content unique to specific scenarios.

### **Automated**

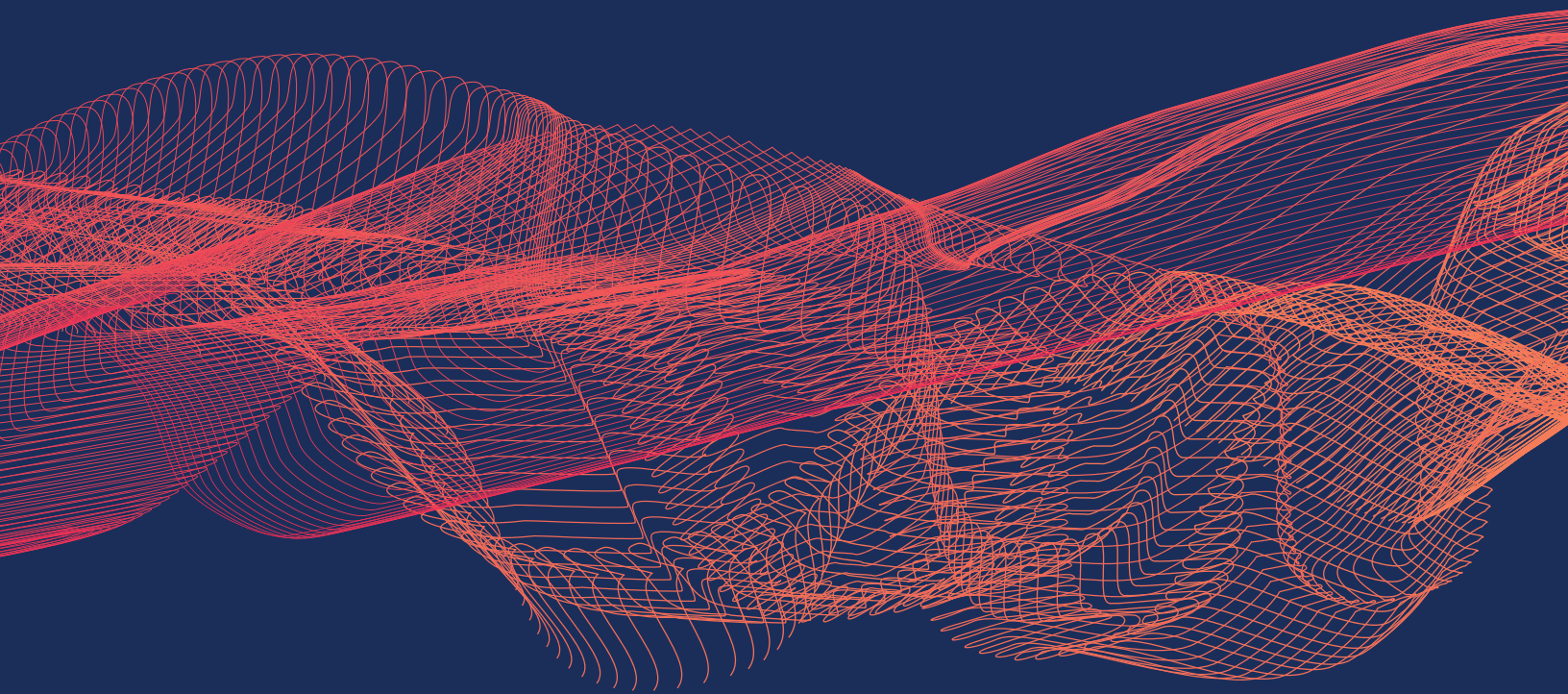
Built to help recruiters reinvest their time into high-value activities, next-generation Recruiting Enablement technology includes intelligent automation to speed bulk activities such as sifting, screening, assessing, interview scheduling, and, finally, making job offers and onboarding.

### **Data Driven**

Built to help recruiters pinpoint and advance best-fit candidates that meet diversity and inclusion objectives at scale, next-generation Recruiting Enablement technology uses AI and machine learning to rank candidates on better decision criteria such as soft skills, potential, and likelihood of offer acceptance.

### **Inclusive**

Built to nurture diverse and inclusive strategies, next-generation Recruiting Enablement platforms combine data-driven decision making with the ability to deliver tailored content at every step in the workflow.



## CONCLUSION

Talent Acquisition is at a crossroads (again). From here forward, the most competitive businesses will **enable recruiting teams** to deliver on more diverse and inclusive recruiting strategies while simultaneously protecting the brand and providing better decision support for hiring managers.

In today's hypercompetitive talent market employers who win do so by reducing the administrative burden on recruiters and hiring managers, leveraging data and AI to pinpoint top candidates and expedite hiring processes for them. In turn, this helps to shape D&I strategies that deliver results and remove bias from recruiting processes.

We predict Recruiting Enablement will do for your recruiter experience what Recruitment Marketing has done for the candidate's experience: make it more effective, more efficient, more relevant, and, most importantly, more human again.



The Oleeeo Recruiting Enablement platform enables you to make the best and most diverse hires, every day – hardwiring data-driven insights and automation into your talent acquisition practices.

#### **Exceptional hiring**

- Create multiple recruiting workflows, designed to achieve the best hires
- Engage candidates with inclusive tailored processes
- Make confident hiring decisions based on hard data

#### **Accelerated recruiting**

- Reduce administrative burden on recruiters and hiring managers
- Process high volumes of applicants and candidates in bulk
- Pinpoint and expedite top candidates

#### **Inclusive diversity**

- Understand your firm's baseline for D&I in recruiting
- Create D&I strategies based on data-driven insights
- Remove bias from recruiting processes and decision making