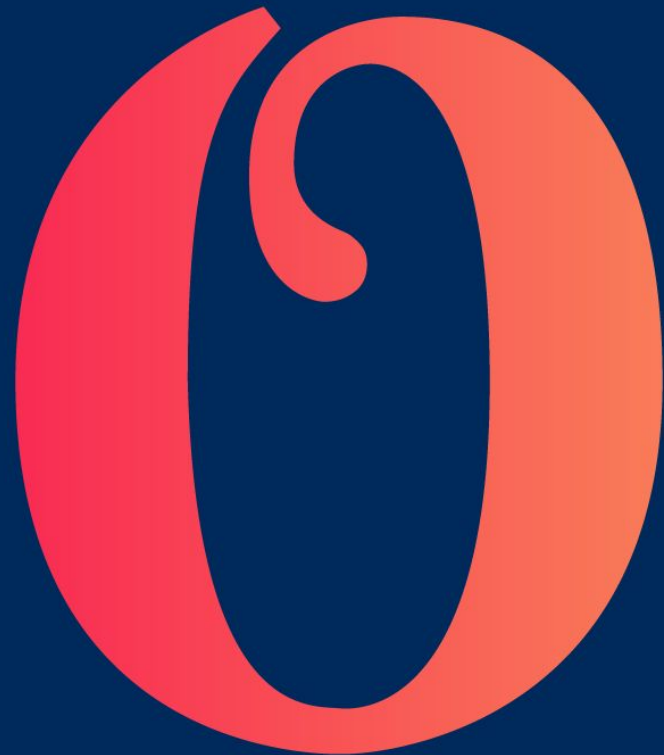# Becoming an Integrated & Evidence-Led Function

October 2020

Agenda

- Today's Challenger Statement

- Three core areas of focus

  - Automation and efficiency savings (30 mins)

  - Diversity & Inclusion (25 mins)

  - AI for recruiting effectiveness (20 mins)

Each area will include short overviews, table discussions and presenting back

Our Challenger Statement

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Success in recruiting in 2021 requires TA teams to leverage data and automation to drive efficiencies, effectiveness and be D&I conscious - how can we achieve this?

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Theme 1: Ensuring efficiencies in talent acquisition processes

Despite high volumes of candidates & smaller recruiting teams

What do you need to better enable your recruitment teams?

- Leveraging data + automation to achieve new efficiencies and better hiring outcomes

Currently, how do you...

Choose candidates to interview?

Not let D&I fall by the wayside?

Maintain a great candidate experience?

Reduce the administrative strain on recruiters?

Nurture your talent pipeline for the future?

....

Are you too reactive?

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

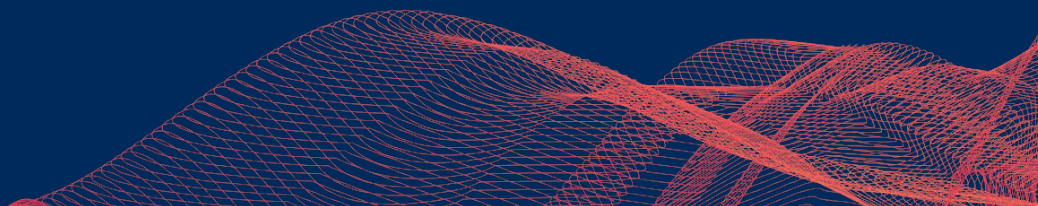**Table discussions: How do we shift from fighting fires to delivering efficiencies of scale**

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TABLE FEEDBACK

One idea from each table: How can we ensure our talent acquisition is as efficient as possible?

Never before has it been worse to have a one-size-fits-all approach to recruiting.

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Leverage automation to reduce your workload

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Entering candidate data	Administering & evaluating assessments	Posting to job boards	Selecting candidates for interview
Designing interview agendas & super days	Managing interview scheduling	Onboarding new hires	Nurturing & updating candidates

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Candidate engagement matters now more than ever

Be human first

Use a coaching style

Be consistent and transparent

Be conscious of your employer & personal brands

![Oleeo]

Drive better outcomes through tailored processes

Tailor multiple recruiting and candidate nurture workflows for the best results:

- Top talent

- Returning seasonal workers

- Roles where no recruiter interaction is needed

- Unqualified vs. qualified candidates

This includes your hiring managers!

- Automate interview scheduling
- Provide (automatically created) candidate profile books
- Automate requests for manager feedback
- Provide a mobile app

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Theme 2: Prioritising D&I
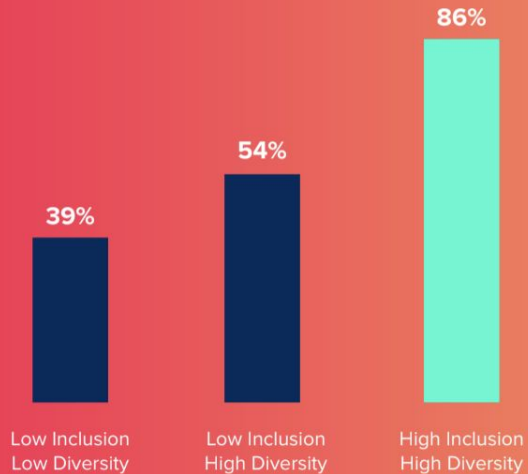
In a high volume world

We're in an era of social change

Diversity *and* inclusion are key

Producing error-free outputs and deliverables

39%
Low Inclusion
Low Diversity

54%
Low Inclusion
High Diversity

86%
High Inclusion
High Diversity

Implementing new methods and ideas

43%
Low Inclusion
Low Diversity

49%
Low Inclusion
High Diversity

90%
High Inclusion
High Diversity

Gartner 2019
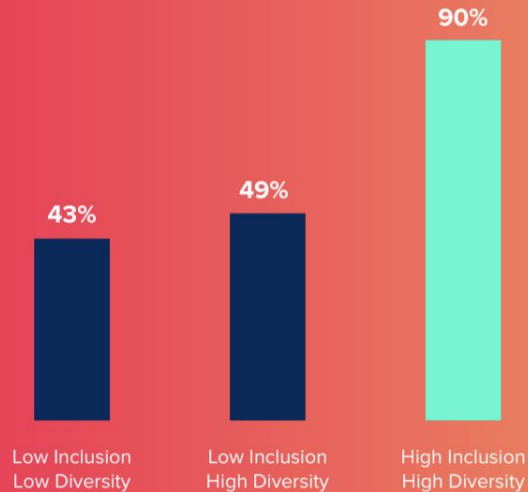
We are in two crises right now, an economic crisis and a people crisis, and organisations that acknowledge only one risk exacerbating the other. DE&I efforts can be a powerful solution to both challenges.

90% of companies are concerned with reducing bias in their talent acquisition process
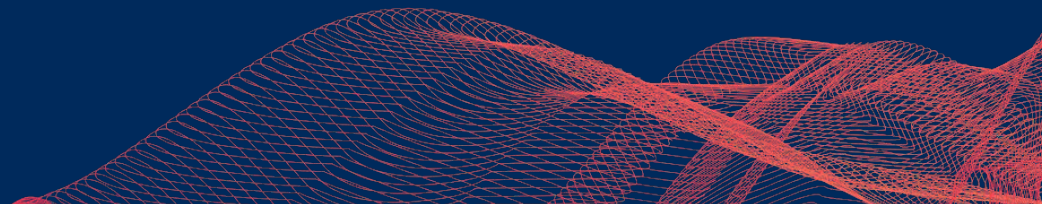
TABLE DISCUSSIONS

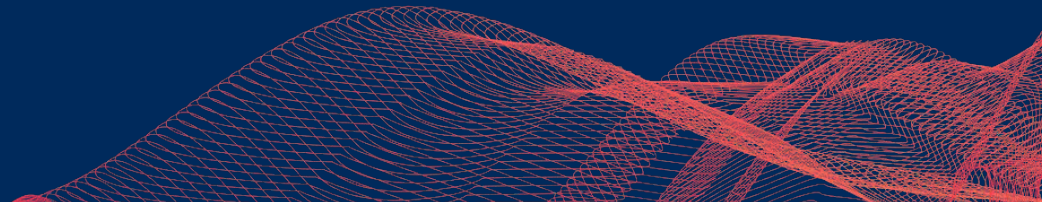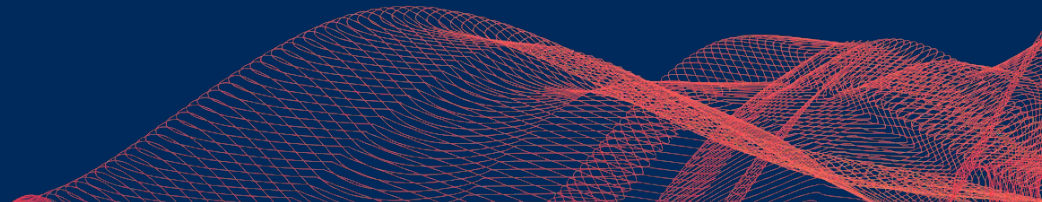**How can we ensure D&I is at the heart of our TA strategy for 2021?**

TABLE FEEDBACK

One idea from each table: How can we ensure D&I is at the heart of our TA strategy for 2021?
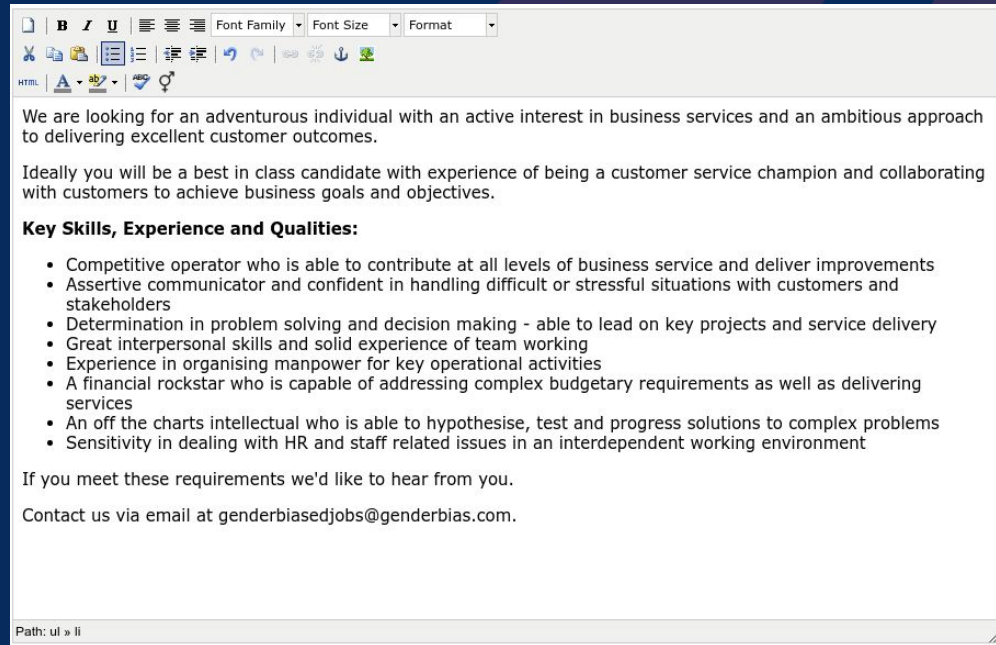
You need a Recruiting Enablement D&I strategy

1. **Measure:** Know your baseline and how to improve it via D&I analytics

2. **Attract:** Debias job postings

3. **Engage:** Create an inclusive candidate experience

4. **Select:** Remove bias from candidate selection

Hardwire D&I across your recruiting cycle

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Recruiting Enablement: Intelligent Writing

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We are looking for an adventurous individual with an active interest in business services and an ambitious approach to delivering excellent customer outcomes.

Ideally you will be a best in class candidate with experience of being a customer service champion and collaborating with customers to achieve business goals and objectives.

Key Skills, Experience and Qualities:

- Competitive operator who is able to contribute at all levels of business service and deliver improvements
- Assertive communicator and confident in handling difficult or stressful situations with customers and stakeholders
- Determination in problem solving and decision making - able to lead on key projects and service delivery
- Great interpersonal skills and solid experience of team working
- Experience in organising manpower for key operational activities
- A financial rockstar who is capable of addressing complex budgetary requirements as well as delivering services
- An off the charts intellectual who is able to hypothesise, test and progress solutions to complex problems
- Sensitivity in dealing with HR and staff related issues in an interdependent working environment

If you meet these requirements we'd like to hear from you.

Contact us via email at genderbiasedjobs@genderbias.com.

Path: ul » li

Beware of bias in CV reviews

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Financial Services

♀ Female	♂ Male
Organize	Equity
Event	Portfolio
Volunteer	Investment
Assistant	Capital
Social	Analyst
Student	Finance
Marketing	Market
Community	Stock
Department	Interests
Plan	Technical

Technology

♀ Female	♂ Male
Volunteer	PHP
Event	C
Assistant	Software
Organize	Linux
Analyze	C++
Plan	Computer
Student	Have
Social	Developer
Conduct	Engineer
Excel	Network

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Right content, Right time, Right candidates...

- The Met Police increased the number of women participating in a critical recruiting stage by **40%**
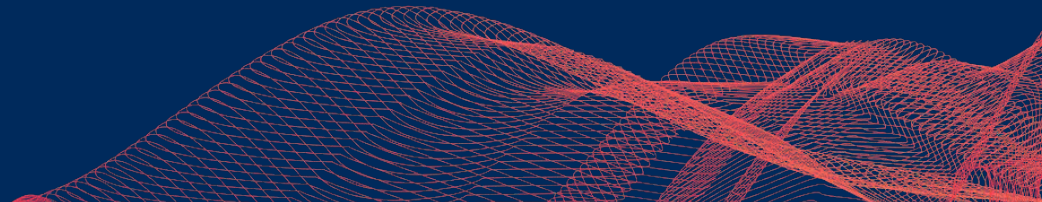
METROPOLITAN
POLICE

Oleeo

Theme 3: Leveraging Data to Make Better Decisions

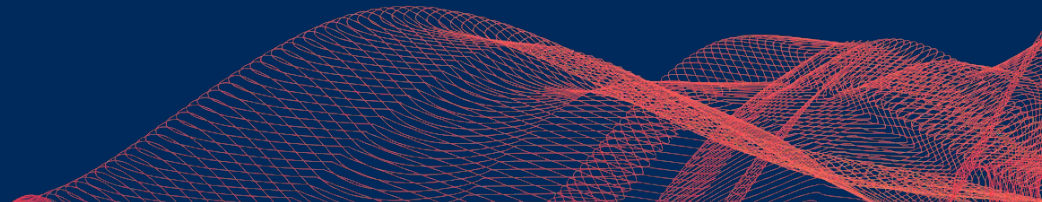# 63% say quality of hire is the greatest challenge, yet...

- No standard around measuring it
- Talent decisions based on gut

72% say using data to automate recruiting decisions is a priority this year

- 2x as likely to improve quality of hire

According to Aptitude Research, companies that use data to automate decision-making are **twice as likely** to improve quality of hire

Overall Recommendation ★ ★ ★ ★ ★

Probability of success at interview ★★★★★
Probability of being a high performing employee ★★★★★

Competency fit	4.1		Abilities	4.0
1. Leadership	★★★☆☆		1. Numerical reasoning	★★★★☆
2. Communicating	★★★★☆		2. Verbal reasoning	★★★★☆
3. Working together	★★★★☆		Experience/Track Record	4.9
4. Seeing the big picture	na		1. CV score	★★★★★
5. Changing and improving	★★★★☆		2. Application form score	★★★★★
6. Making effective decisions	★★★★★		Technical skills match	3.1

Click here for the full report

TABLE DISCUSSIONS

How can we make more use of data to drive smarter recruitment in 2021?
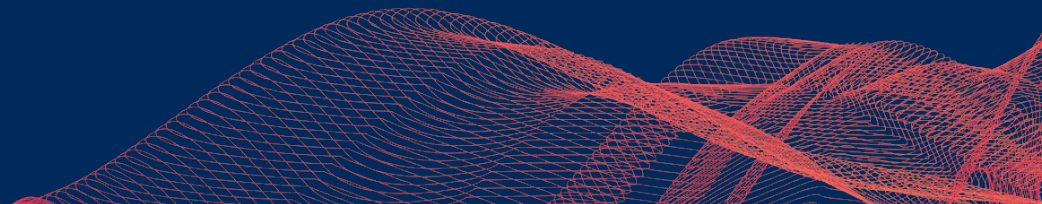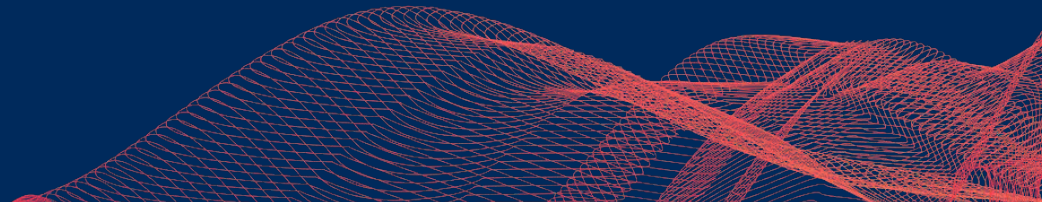
TABLE FEEDBACK

One idea from each table: How can we make more use of data to drive smarter recruitment in 2021?

The Datafication of Recruiting Checklist:

Achieving greater efficiency and effectiveness

- ❏ Leveraging (sometimes new) data where we didn't before
- ❏ Applying data science to automate steps/tasks
- ❏ Being evidence-led instead of intuition-led in decision making
- ❏ A culture shift in recruiting / HR

Use data to pinpoint top candidates, hardwiring insights - not bias - into your selection processes

- Look at your data to understand
  - What is going on with diversity in your selection process
  - How decisions are being made today about who to select for interview

- Avoid adverse impact on candidate selection

Know your baseline, and how to improve it

- Bring together your relevant data for a complete picture

- Know your metrics... *and your analytics*

- Share insights with the business to gain buy in and drive change

Key Actionable Takeaways

1. Consider not just the Who (Diversity), but also the How (Inclusion) and fine-tune your D&I business case with leaders - even more critical in a market downturn

2. Evaluate all your processes - are you being as efficient as you can? Are your recruiters spending too much time on admin & not enough on nurturing?

3. Are you harnessing the value of data to drive your recruitment strategies and adapting based on what the evidence shows?

Thank You

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