# Oleeo

INTELLIGENT
TALENT
ACQUISITION
TECHNOLOGY

## Thrive in the new world of hiring

## 8 KEY CONSIDERATIONS

# FOREWORD

We are witnessing the advent on recruitment automation - moving from a burden of all human involvement to a machine-learning environment that allows the hiring funnel to be more augmented than ever before.

Hiring is still largely a manual process, requiring a human to direct the actions through a series of tasks - from organising a hiring event to coordinating email chains between hiring managers, recruiters, applicants and candidates. These tasks combined are often described as the hiring funnel, because with each task there is a degree of rejection or drop out, reducing the volume of applicants in the funnel down to a select few who ultimately will become employees.

The big challenge facing talent acquisition leaders now is determining what tasks can be performed by technology, and when resourcing teams need to get involved, combined with the increased importance placed on facilitating a good candidate experience.

The challenges recruiters face are also in a state of change. An increasingly connected world is changing candidate behaviours, companies and potential employees are now connected at a rapid rate. People are agile, they can change practices and

attitudes instantly, whereas corporate organisations are constantly playing catch up.

In order to identify what this means for organisations, industry commentator Bill Boorman has teamed up with Oleeo, to investigate how this landscape is changing by following just under 9 million applications made to 25 companies based in the UK, USA and APAC. We wanted to look across 3 continents to see if the trends were different geographically. We also wanted to investigate trends by industry, to see how much the trends differed by sector, looking at Finance and Banking, Retail, Engineering, Consulting, Healthcare, Media, Advertising and Government/Police. We tracked all the actions from the point an application is started in order to understand what happens at each of the stages of the hiring processes, along with the number and ratios of opt outs and rejections. This allows us to report on what the current hiring funnel looks like.

By looking at what actually happens in the hiring funnel, we can consider where we can best automate, including the benefits of applying machine learning and AI to democratise hiring. We hope you find reading this as interesting and useful in your planning as we have found whilst compiling it.

# Volumes are huge - Candidate Experience is Paramount

One of the big standouts from the research is the volume of applications, which have doubled over the last two years. Some investigation into this shows that candidates are applying to more companies than ever before, with the celebrated "purpose" having less impact than we might think, because candidates are applying across a range of industries.

The first challenge this raises is how we cope with the volume if this trend continues. The candidates are behaving in ways contrary to common thinking. Employer brand is having less impact on determining whether to apply to a company or not. It doesn't look like potential candidates are "shop-ping" like consumers, comparing one brand to another and limiting applications. Tracking from websites shows they are not paying too much attention to the brand content before hitting apply and starting the process. There is little evidence of consuming content, looking at review sites or conducting hours of research. What we are seeing is a concentration of attention on the job pages to determine suitability before hitting apply.

This digital footprint of career site visitors (we can track page views, linger time and bounce rate) suggests that candidates are making decisions on proceeding from the job based on criteria like location, salary and minimum requirements. We can consider this the emergence of "job brand" over "employer brand" at apply stage.

What is clear is the need for single job landing pages that clearly show job titles, salary, location and disqualifiers.

The answer as to what drives this behaviour perhaps lies in the expectation that the likelihood of hearing back or anything happening is limited. This is illustrated by the fact that the candidate experience awards, operated in EMEA, APAC and North America, has identified the candidate black hole as the number one complaint from candidates for each of the 9 years they have conducted research in this area. Its 2018 report comments:

"Over the past nine years, Talent Board has identified some clear competitive differences between CandE Award winners (the top-ranked benchmark companies big and small across industries) and all other participating companies. CandE Award winners are shown to:

» Consistently acknowledge initial job seeker interest and provide definitive closure when no longer pursuing candidates

» Deliver consistent candidate communication from pre-application to onboarding."

The point on definitive closure seems to be a consistent theme in all candidate experience research. The expectation being that at the end of the apply process candidates are just not going to hear back, hence, the reason for not spending lots of time researching before applying.

> ❝ Of the close to 9Mn applications we tracked, only **10%** of candidates are invited to first stage screening

The volumes applying only adds to this, making communication without automation almost impossible. Of the close to 9Mn applications we tracked, only 10% of candidates are invited to first stage screening. Interestingly this did not differ much from sector to sector.

First stage screening consisted of either a first round interview, telephone or video interview.

If the trend for increased volumes continues, and we believe it will, organisations need to have a clear strategy for managing volume in an automated way, including screening and scheduling in the apply process.

The advent of chatbots in this process has had dramatic results combining job discovery with apply and screening in one action.

The volume of applicants also gives a clear indicator that organisations either will, or have reached what we have called the "Talent tipping Point." The talent tipping point is a notional number of contacts in the ATS from previous applications, at which point an organisation is connected with enough people to fulfill their future hiring requirements.

# The challenges here are threefold:

**1.** Organising the people data for data retrieval over data storage. This means including all "people" within a CRM environment. (Contact relationship manager.) People data includes previous applicants, employees (successful applicants), former employees (alumni) and connections such as those people who have signed up for a talent network but have not yet applied.

**2.** Retaining relationships with people when they are outside of a direct hiring funnel. A CV or Resume becomes a historical data set passed the day it is submitted. In this research, of the 8Mn+ applicants only 15,873 applicants emerge at the bottom of the hiring funnel, 0.56% of all applicants. The highest percentage of hires was 6.5% for a high street organisation, but most organisations ran at less than 2%.

When we look at a CV as a data document, rather than a job application, accurate data mining enables us to properly understand people data for queries such as:

> **Locations**
> **Education**
> **Skills**
> **Experience**
> **Diversity**
> **Lengths of service**

> **Employers**
> **Historical Experience**
> **Successful profiles**
> **Source of application**
> **Source of hire**

These are the headlines, although we can go much deeper to properly understand the makeup of the people in the markets that we hire in. This enables forward thinking organisations to better target people through intelligent recruitment marketing activity and employer branding efforts.

**3.** By understanding the groups of people who are successful in the application process we can check for diversity (to make sure we are reaching a diverse group of applicants with our message, making adjustments where necessary), and move from macro targeting (to as wide an audience as possible), to micro targeting to a more precise audience. When we consider that between 94 and 99.5% of the applicants were unsuccessful in their application for employment, organisations need to look at targeting and message, with the objective of reducing the volumes significantly whilst improving the conversion ratios from apply to hired.

In particular applicants are using four criteria to determine whether to hit apply or opt out: (Taken from dwell time and other actions on job pages before hitting apply.)

> **Location**
> **Job Title**
> **Salary**
> **Disqualifiers**

Disqualifiers are the minimum requirements needed to successfully progress in the hiring funnel. We have built these in to screening post-apply, which results in the huge rejection rate between apply and first action, and clearly needs some attention. Organisations need to consider how they communicate factors that lead to disqualifiers in job ads, content and job landing pages to reduce these high volumes . Where video was used as a screening tool (the first action in the hiring funnel), we witnessed the highest rejection rate, compared with telephone screen.

# THE OLEEO VIEW:

Whether it's time delays, poor communication with applicants, or a bad online user experience, recruiters and employers risk losing qualified candidates. As candidates are left in the dark, **they consider other offers.**

Remember, these applicants are constantly online and expect interactions and information. In the absence of communication throughout the hiring process and comprehensive pre-screening to filter candidates faster, they'll seek it out with other employers. Losing out on a qualified recruit could mean months, if not years, of work have **gone to waste** and the search for other qualified candidates must start over — but now with a picked-over talent pool.

# Screening needn't be a tedious chore

Due to the increasing volumes at the apply stage, more organisations are looking at new ways to introduce screening as part of the application process, looking to move from job discovery to the first stage of the funnel in a single movement, which is where we have witnessed the highest adoption of recruitment automation, to manage the volume in the most efficient way.

In recent years, developments in machine learning have enabled core technologies, such as the CRM and ATS (Applicant tracking system), to refine the process of better screening of applicants to identify those with the most likelihood of progression through the hiring funnel down to hire, based on machine learnt personas.

Personas are the templates of profiles most likely to progress through the hiring funnel, used for targeting through smart communications & selection.

Of all the organisations that we tracked, the average time from apply to hire runs at 6 weeks with little variation by sector, involving an average of 91 actions in the hiring funnel (the smallest being 40 actions and the highest 134.)

Given that the majority of applicants are being rejected, and will go on to find employment elsewhere, the opportunity should not be lost to continue relationships through sharing meaningful content and moving apply data from entry level to experienced hire.

Continued communication (particular learning and development related content) provides a rich data source for later hiring needs where relationships are established. The key consideration here is tracking the relationship to identify who stays engaged post rejection once they are outside of the hiring funnel.

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> ❝
> **Applying machine learning enables us to work towards ensuring that the selection criteria we are applying is fit for purpose**

# Using machine learning to redefine selection criteria

If we are going to rethink screening from hard metrics, like academic achievement, to predictors of future potential, we need to rethink what "good" looks like in an application. Where this was based on history, it was a reasonably easy decision by applying an arbitrary cut, without looking at each application as an individual. This made sense as volumes increased, but raised some questions over quality of hire, and if the best talent was being excluded.

A simple internet definition of machine learning is:"The scientific study of algorithms and statistical models that computer systems use to effectively perform a specific task without using explicit instructions, relying on patterns and inference instead. It is seen as a subset of artificial intelligence. Machine learning algorithms build a mathematical model of sample data, known as "training data", in order to make predictions or decisions without being explicitly programmed to perform the task".

Applying machine learning to historical data enables us to identify trends on scale by interrogating historical data such as CV's of past applicants, with outcomes such as hires, retention, performance and so on. We can interrogate inputs of data such as applications, CV's, assessment results etc against outcomes identify the trends that led to decisions made in the past and to actions that took place to reach them.

In order to be accurate, this requires a sufficiently large data set to train the brain, taken over a sufficient period of time. It is critical when identifying the input data relating to people, that we apply control over diversity, ensuring the input data represents an even mix of diverse groups. This prevents outcomes biased toward one

particular group. This has garnered special attention over the last year, following the very public suspension of a project by Amazon to shortlist candidates to jobs that resulted in a bias towards men.

Working in this way allows us to challenge existing selection and predict different outcomes if we changed the selection criteria. The definition of the desired outcome is another critical component. This has been particularly useful in defining what we should be screening for in the apply process.

The progress this offers us through the selection process is an understanding that our selection criteria should never remain static, and that people and requirements change over time. Limitations of recruiting technology in the past has resulted in the hiring funnel being fixed around the same criteria over long periods of time. What we have from this, and other research is that people are changing their behaviours faster than organisations, and that the requirements for future success are in a permanent state of flux. Applying machine learning enables us to work towards ensuring that the selection criteria we are applying is fit for purpose.

# THE OLEEO VIEW:

Intelligent selection is possible by harnessing machine learning algorithms to make **prescriptive recommendations** using the evidence of abilities, competencies, skills & experience - as provided through **thousands of data points**.

This includes those found in test scores, CVs/resumes,and application form answers without bias. It helps recruiters make better **informed decisions in a fraction of the time** and hire even faster based on predictive scoring and prescriptive recommendations that measure skills, cultural fit, offer acceptance probability and probable retention.

Recruiters can enhance conversions and preserve ideal representations of hires versus applicants, while fostering diversity to ensure no adverse selection.

# Does this mean organisations should concentrate their attraction on jobs over employer brand?

This would be an easy assumption to make, given that candidates are not consuming content before applying. What is interesting is what happens next. When candidates get a positive response they are all over employer brand content if they are in the lucky 10%. The candidate thinking being once the response is positive then it's worth spending time differentiating one employer from another, with candidate experience playing a noticeable part in decision making.

With the vast volumes of candidate data, screening is a critical factor in narrowing the pipeline with most organisations including screening questions in the apply process to shrink volumes significantly - the pre-submission status has by far the highest level of rejection. This enables the shrinking of the funnel to a more manageable number. Important consideration must be given here to messaging and prompt communication. Applicants in general provide feedback that indicate high levels of frustration with three things (see box, right), which is reflected in net promoter scores. Net promoter scores are a commonly used metric to measure

candidate experience at the different stages of the apply process, measuring the likelihood a candidate would recommend others to apply based on the process, commonly scored one to five.

Where measurement takes place in process (the hiring funnel), the three things are:

**1.** Entering a candidate black hole.

Investing time and effort in completing the application in the hope of a positive response, then receiving no further feed-back or communication.

**2.** The disqualifiers being unclear in the job posting or employer content. This particularly relates to taking the time to apply only to be rejected for reasons that were known before the application started.

**3.** No clear communication of the next steps, in particular, timescales.

Hiring companies can fix this by being clear on minimum requirements and disqualifiers in career site content and in job listings. Being clear over timescale and next steps at the point of completing any action in the hiring funnel from apply to hire, including content that assists the applicant in preparing for the next stage, and automating communication with each selection action in the hiring funnel. A selection action is one which rejects applicants from the process.

With the clear trend from applicants applying to more roles than ever before, with the expectation of being unsuccessful, candidate experience becomes critical in keeping the best applicants in the process minimising opt out from the applicant, and still helping promote the hiring organisation as an employer of choice. Multiple applications can result in multiple offers, with the applicants promoting one employer over another.

When we look at trackable digital behaviours of applicants we are witnessing the clear trend of applicants investing little research time before

applying, shifting attention to research of employer brand content, reviews, employee profiles (peer to peer) and the like increases significantly after the first positive response, progressing to the next stage.

This again highlights the benefits of communicating job brand related content with each selection action in the hiring funnel, and the growing trend of linking job discovery (when an applicant identifies a role to apply for), to the first stage of the hiring funnel in one action through the use of screening and communication tools. You have the attention at this point and can request the minimum selection information required at this point to progress.

As a note of caution, organisations are increasingly questioning if the high volumes of applications leads to them missing the best candidates as a result of being too rigid in selection criteria. In particular, a growing number of high profile organisations have been challenging if using academic achievements as a hard selection metric has not led to them missing out on the best available applicants. To counter this they have been trialing new selection criteria in the hiring process, the most common being the moving assessment from post apply to during the application process itself.  This changes the focus from historical achievement to future potential and predictability of future success.

The importance here being any screening in the application process must be clearly indicated, communicated (not a surprise), offer the option to complete now or later, and be reasonably short in time required to complete. Applicant feedback is that they do not expect it to be easy to progress an opportunity, but that they want to feel they had the best chance to put their best self forward. This again means clear communication over what is happening next, clear instructions for completion, tips as to how to be their best, and feedback of results in real time.

# THE OLEEO VIEW:

Intelligent **Job Posting** can help you easily distribute, hone and automate the management of your job adverts.

It enables you to make data-driven decisions about your recruitment marketing strategy by understanding the ROI of your job ads.

Understand how your job ads are performing in real-time with the most up-to-date data covering performance, view counts, applicant numbers, cost-per-applicant and more. Make decisions quickly and efficiently.

**CONSIDERATION 4**

# Applying machine learning to redefine the hiring funnel

The next question we need to explore is if the traditional hiring funnel, top down, delivers the best outcomes for an organisation's needs. What we have witnessed in this project is that the inputs from applications are significantly increasing in volume, whilst the numbers progressing past the first stage are remaining reasonably static. More people are getting rejected at the apply process. Progress through the funnel by employer is dictated by two factors: **1. Volume of applications** and **2. The specialist nature of positions open**.

In an exploration of eight specific sectors: Management Consultancy, Retail, Advertising, Healthcare, Finance, Engineering, Government and Policing - we were able to identify the ratios for applicants progressing past apply to first screening by company. The sectors with the highest ratio were Policing, Management Consultancy and Advertising where opportunities were more open, with much smaller ratios where the requirement was specific. This can perhaps be traced back to the initial targeting of potential applicants through communication (a common theme in this paper), and poses the question over whether a single funnel for hiring is the best approach, or if organisations should not be considering multiple funnels grouped around the needs of specific roles.

If we consider attraction being the top of the funnel bringing people to opportunities, and their decision making being role based over career based (job v brand), it is easy to see how the real challenge faced by organisations is not the need to attract applications in the volume that we have been, that is continuing to increase in volume, but it is important to seek new ways to attract and connect with a very specific target audience, and tailor the hiring funnel to each group rather than a one size fits all approach, from attraction to selection.

Interestingly, once applicants get passed the apply stage, the rejection rate by selection action in the hiring funnel is around 1 in 3 with little variance by sector, the challenge being making numbers manageable. When we rethink the funnel by job groups, it is possible to tailor the selection criteria and screening to be appropriate for the group, and tailor communication and content to this group, using machine learning to determine what that is.

Modern candidate behaviours are dictating that we need to be moving our strategy to hiring for jobs, considering micro cultures and fit over an overarching company and culture fit, and develop for careers once inside the organisation. This would mean role-based screening in the application, and assessment to personalising the attraction, apply and communication process, recognising the need to reduce the apply volumes whilst improving the apply to progress ratio at first screening.

# THE OLEEO VIEW:

End-to-end recruiting needs highly dynamic application workflows and recruitment interview panel management: Recruiters should feel empowered with the freedom to **design application workflows that suit** particular vacancies across screening, online tests, video interviews & the number of interview rounds needed - in an order that suits the post best.

At-a-glance management of the entire recruitment journey including scheduling panel interviewing or planning assessment days will expedite this, with **data-driven actions** helping to ensure quality is maintained throughout. **Recruiting Enablement Platforms like Oleeo's deliver this.**

# Automating using engagement scoring and personalisation

A good indicator of interest we have taken from the world of marketing is engagement scoring. We might recognise this practice best from lead scoring, defined as: "a methodology used to rank prospects against a scale that represents the perceived value each lead represents to the organisation. The resulting score is used to determine which leads a receiving function (e.g. sales, partners, teleprospecting) will engage, in order of priority."

Lead scoring models incorporate both explicit and implicit data. Explicit data is provided by or about the prospect, for example - company size, industry segment, job title or geographic location. Implicit scores are derived from monitoring prospect behavior; examples of these include Website visits, white paper downloads or email opens and clicks. Additionally, social scores analyse a person's presence and activities on social networks.

Lead Scoring allows a business to customise a prospect's experience based on his or her buying stage and interest level and greatly improves the quality and "readiness" of leads that are delivered to sales organisations for follow up.

Where we have historically considered the start of the hiring funnel being apply or applications, we should now consider this to begin with attraction. In the same way as a sales team might consider the first indicator of interest being a visit to a web page or product review, in hiring terms we can take this as the first visit to a job, career site or content, following or connecting with a social media account. In modern talent acquisition we consider the connections made in this way as candidates, and anyone applying for a job and still in consideration as applicants.

Candidate tracking measures data like activity on the career site, pages viewed, actions taken such as downloads etc and engagement. Engagement is measured by interactions or actions taken, likes, comments left etc. This data can be used to identify candidate intentions and preferences in order to personalise the digital experience.

In simple terms, if you know what people look at and react to, then you know the content and format you need to offer. We describe this process as "nurturing."

In the same way as sales organisations score their leads to customise the buying experience, and understand who is most responsive and likely to buy, so recruitment marketers have evolved these techniques through technology to deliver the same by linking the career site, content, landing pages and calls to action with the CRM. Recruiters have made great strides in utilising this data to rank candidates not just on their hard skills, but who is responding and engaging and to what. By linking these two areas it is possible to direct the candidate via the CRM to the ATS at apply stage through a single platform, using data to determine the next course of attraction.

When we consider attraction and targeting as the top of the funnel activity, offering multiple destinations or hiring funnels determined by job type, we can see the potential for the desired state, reducing the volume of applications whilst increasing their relevance and probability for success. We look on our purpose with candidates as buildingrelationships through engagement, ranking and scoring and targeting with highly relevant opportunities at the right time.

The **six** guiding principles for improving the candidate process are:

- Understand that candidates and applicants are different and need a different approach. Candidate = Relationship. Applicant = Transaction.

- Measure all candidate activity, response and engagement in order to offer experience and content relevant to their engagement.

- Make the process of moving from candidate to applicant seamless with reduced friction. A candidate becoming an applicant should not have to "start again."

- Candidates remain as candidates as long as they choose to stay connected. Applicants are applicants only for the time the role they have applied for is open and they have not been rejected or opted out.

- The objective of the applicant hiring funnel is to shrink the funnel with greater relevance based on data and machine learning. The objective of the candidate pool is to be as broad as possible, whilst applying machine learning to develop individual personas for each candidate, providing a tailored personal experience.

- The candidate pool includes current employees for internal mobility, alumni, past applicants and anyone connected.

Our purpose with applicants is really similar to project management. Hiring means a certain number of tasks need to be completed in order for a hire to happen, and this increasingly moving the applicant from apply to on-board, with a probable outcome of rejection

(currently in 99.5% of cases).

The **seven** guiding principles for improving the apply process is:

- Reduce application volumes and improve relevance

- Provide a single action from job discovery to first stage selection.

- Operate multiple hiring funnels with relevant screening

- Automate as many actions as possible applying self-service

- Communicate throughout the process offering specific job content, accurate timeline and feedback with each action.

- Understand and demonstrate that candidate experience will be a key differentiator in prioritising job offers.

- Apply on-going machine learning to continually improve relevance and success of applicants hired.

Throughout this paper we have talked about the importance of giving each person a personal experience, and a personal path to engaging as an applicant and applying as an applicant. We are learning that when we provide each individual with a personal message geared to their persona and preferences (such as channel), then we achieve higher levels of engagement, relationship and knowledge.

Given the volumes, it is impossible to meet this objective manually, which is where automation takes over, building personas and determining digital experience and communication.

> " **The apply chain should be designed as a continuous loop, with rejected applicants returning to the candidate pool for relationship building either on rejection or at the close of the process.**

# THE OLEEO VIEW:

Intelligent **Marketing** tools can enable you to obtain the information you need to make important budget decisions and campaign management to ensure a **cost-efficient recruitment marketing strategy.** Gain access to important recruitment funnel metrics such as cost-per-quality-applicant and cost-per-hire.

These can help you easily distribute, hone and automate the management of your job adverts with the most up-to-date data covering performance, view counts, applicant numbers, cost-per-applicant and more.

Make decisions **quickly and efficiently.**

## CONSIDERATION 6

# Make the most of recruitment events

When researching the actions in the attraction and hiring funnel - most notably for entry level positions, event attendance stands out as a means of predicting the probability of a successful hire, proving the most likely route, with the lowest conversion ratio, compared with other attraction activity. This leads us to conclude that live events remain an integral part of selection beyond attraction.

Attending events show a high level of interest and engagement, with the opportunity to apply a level of selection. The latest feedback is that the best results come from smaller events that are less orientated to brand, and more around work disciplines and specialisation. This ties in with the indication that the most successful content for ongoing engagement and attraction is tied to learning in development.

With this trend, we anticipate L & D teams working closer with talent acquisition.

Digital and in person events provide the opportunity to showcase internal skills and knowledge, and to gauge interest in the candidate. With more emphasis on job over employer brand, we are witnessing more candidates assessing jobs in terms of future employability, with an emphasis on gaining new skills and working with experts.

Taking the approach of building separate marketing and attraction plans around job groups, combined with individual hiring funnels for assessment and job groups (by skills and aptitude),

with events in these disciplines sees organisations linking interest, attraction and apply in one funnel.

The lessons taken from this approach is that events work best when they're not about "come work for us", but lead with the specialist nature of the topic acting as a filter for interested candidates, and an easy route to apply and assessment as a follow up. The focus here being building focussed funnels based on smaller numbers, with high levels of relevance and engagement, and a natural route to apply, screening and first action.

# THE OLEEO VIEW:

From **earlier engagement with top candidates** to streamlining logistics and follow up for your internal teams, event management can put everything candidates and recruiters need in the palm of their hands when using the right tool.

**Oleeo Events** for example let candidates RSVP, upload their profile and check-in to an event from any device. Event staff can see assignments, automate follow up and never lose another candidate to bad wifi. This can be set up and working within just **48 hours**.

# Consider Talent Mobility

One of the main trends witnessed in organisations is the shortening frequency with which employees look to change jobs, without the need for dramatic events of the past.

With applicants looking at jobs over careers, we are witnessing a rapid period of change.

The Bureau of Labor Statistics Employee Tenure Report notes that a high percentage of younger workers had short duration jobs. Among jobs held by workers with ages from 25 to 34, the median tenure is 2.8 years.

We are anticipating that this will only shorten as a trend. This could be one of the major factors behind candidates looking at jobs rather than careers. Candidates are using future employability and learning as a major driver in deciding to apply.

For this reason, we've witnessed responsibility for internal mobility moving from being a general HR function, usually in response to annual reviews and business need, to part of the talent acquisition brief.

The barriers to achieving a high level of internal mobility within organisations is politics (the management led permission culture that prevails), and the visibility, awareness and marketing of opportunity. Whilst culture change takes some time, and can't really be solved entirely by technology, visibility and awareness can be, by adopting the nurture approaches applied to external talent, internally. In the earlier section talking about

recruitment marketing, personas, and the CRM, we listed current employees in the people data you should house in your CRM. If we consider all employees as candidates for current or future roles, this provides the perfect test group for developing content, communication, events and engagement, as well as a steady flow of known applicants for new roles.

This again links back to the tie in between learning and development and talent acquisition, with career development and career mapping featuring as the link.

# THE OLEEO VIEW:

Talent mobility should take the same form as your talent acquisition approach.

Make career opportunity your secret weapon with streamlined talent mobility. From empowering internal candidates to re-engaging alumni, Oleeo's technology opens more career paths and helps retain top talent longer.

Employees and alumni can signal preferences and apply for current opportunities quickly while talent acquisition teams can redeploy talent and fast track superstars.

# Automate as much Onboarding as possible

As a final piece of the funnel, we are seeing on-boarding as another responsibility shifting to the talent acquisition realm, as the last part of the hiring funnel.

The candidate has travelled from interested, to candidate, to applicant to hire. On-boarding consists of two factors:

**1) Logistics.** This used to be a timely process requiring plenty of chasing and e-mailing. Modern on-boarding involves seamless transition from offer to acceptance, with the use of digital distribution and signatures, significantly reducing the time to complete into a single action, with clear communication to everyone who plays a part.

**2) Engagement.** Communication and engagement has been a constant feature throughout this paper from interest to hire. The on-boarding stage is no different, particularly where the successful applicant is waiting on starting. This is the human side of on-boarding, away from the signing the health and safety policies and the like. This is where the link between the new employee and the new team can be formed, leading to a greater chance of integration.

# THE OLEEO VIEW:

Having gone to a lot of effort to land top talent, it's vital to keep them nurtured!

Having a configurable application system that lets you manage all of your offer stage and onboarding needs – and go one step further by offering constant engagement to keep your next superstar warm until day one in the job!

Oleeo can auto generate offer letters, e-contracts and onboarding forms such as bank mandates, uniform or desk requirements, IT agreements and so on.

Automating the process in this fashion eliminates the need for manual pains! There are also lots of direct savings to gain including cutting the costs of paper, ink, printer maintenance and shipping. Additionally, there are indirect savings, including the time saved that would've been spent filing documents, rekeying data, searching for lost documents or tracking down a contract that's been lost in the mail.

**Throughout this paper we have identified and looked to address a number of key challenges, based on the applications and hiring funels/success ratios across 25 global organisations.**

The key challenge we have looked to address is reducing the volume of applicants and increasing the relevance and conversion ratios from interest to hiring, with internal mobility thrown in. This involves moving away from a single hiring funnel by employing multiple funnels divided by job disciplines.

This changes thinking towards job brand from employer brand, and calls for engagement and personalisation throughout the process, thinking of targeting to hire as one flow, with candidate experience as a core priority and constant theme.

This approach changes the role of modern talent acquisition, tying much closer with their L & D colleagues. This more focussed approach is made possible by automating many of the hiring tasks that take so much time such as outreach, short listing, scheduling and follow up, and enables the time to move from transaction to relationship throughout.

Developments in machine learning enable us to make better use of all the data available, whilst shifting thinking to prioritise factors such as diversity.

**Changing messages and smarter selection approaches are in line with the demands of the agile digital world. The future is here now, lets take the opportunity to make hiring better for everybody!**

**Oleeo**

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TALENT
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# Talk to us today!

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