INFORMED DECISIONS

Achieve Talent Acquisition Greatness:

3 Focus Areas

to Differentiate Yourself and Achieve Measurable Business Results

Achieving Focus in an Era of Disruption

Congratulations! You are a talent acquisition senior leader, a role that holds the key to the organization's most important asset - its people. A role, that if done right, has the power to influence the company's strategy, innovation, and business results.

As a talent leader, you are probably experiencing an overwhelming amount of priorities - in an era of increased productivity demands, increasing demand for TA data and metrics, expedited technology and generative AI, remote and hybrid work, and the necessity for creating a more diverse and inclusive workforce - everything looks like an opportunity and a challenge at once. So many things to do and so little time.

This guide is here to assist you in setting your priorities in a way that will allow you to:

1. Focus on the things that are most strategic to business growth, and thus will position you in a more strategic(vs operational) function.
2. Demonstrate measurable success - We've included ways to measure each focus area, enabling you to directly correlate your efforts with tangible business outcomes.
3. Differentiate yourself from others - while "best practices" are called that for a reason, we will encourage you to take your practices to the next level, go beyond what everyone else is doing, and explore the most innovative and exciting frontiers of Talent acquisition.

How did we decide on the top 3 priorities?

We thoroughly examined research reports on HR and talent acquisition priorities, freshly released in early 2023 by renowned institutions such as Gartner, The Josh Bersin Company, AIHR and others..

How to use the guide?

Each of the priorities we present in this guide is a world of its own, and will require your attention and resources to be done right. So don't feel bad if you only decide to focus on one area.

We encourage you to be critical in what you choose to apply based on the context that you are operating in (industry, company strategy and culture, available resources etc.).

For each priority we will present 3 levels of implementation:

Behind the curve - these are the most basic practices, that if you are not already implementing, this is where you start.

What everyone is doing - these are the best practices that advanced organizations are utilizing and are recommended.

Differentiate yourself - this is the more innovative/groundbreaking approach that most organizations have not implemented yet.

Each level you are able to implement is great! It means that you are working and making progress.

We encourage you to go the extra mile of differentiating yourself wherever is possible.

Ready, Get set, Go!

Talent Acquisition Greatness The CheatSheet

Focus Area 1:
A Different Approach to DEI - Go Beyond Diversifying Your Talent Pipeline

Top KPIs to measure:

Behind the curve	Taking active steps to diversify your talent pipeline	• % of diverse candidates in the pipeline • % of diverse candidates in the pipeline from each recruitment source. • % of diverse candidates in the pipeline vs. % of diverse candidates hired.
What everyone is doing	Bias training, interview guides, and scorecards	• % of diverse candidates hired pre and post-implementing structured interviews and/or bias training. • Interview scores were provided to diverse candidates vs. non-diverse candidates.
Differentiate yourself	Skills-based hiring	• Top skills among new hires. • Skills to be developed among new hires. • Quality of hire before and after the implementation of skills-based hiring.
	Track bias	• Number of data-driven insights: you have about your hiring process. • Bias score
	Provide interviewers with feedback	• Bias reduction over time. • Increase in quality of hire. • Increase in diversity.

Focus Area 2:
Measure Your Hiring in Non-Traditional Ways

Top KPIs to measure:

Behind the curve	Filling the slots and time to hire	• Filling positions. • Time to hire. • Time to fill.
What everyone is doing	Basic measurement of hiring quality	• Retention. • Hiring manager satisfaction. • Performance review scores.
Differentiate yourself	Measure interviewers	• Data-driven decision making. • Equitable decision-making. • Quality of hire per interviewer.
	Include innovative quality of hire KPIs	• % of top performers. • Skills-based direct manager survey. • Peer/Team Evaluation.
	Demonstrate ROI by showing the cost of bad Hire	• Cost of one bad hire. • Cost of all bad hires for a specific position in a designated time period.

Focus Area 3:
Shift from Operations to Strategy by Utilizing Technology at a Different Level

Top KPIs to measure:

Behind the curve	Applicant tracking system and automated CV screening	• Time to fill/Time to hire. • Source of hire. • Recruitment funnel.
What everyone is doing	Online assessments	• Predictive validity. • Group differences. • Candidate experience.
	Social media recruitment	• Source of Hire. • Cost per Hire (CPH). • Candidate Engagement.
Differentiate yourself	Provide candidates with meaningful feedback	• Candidate experience. • Quality of feedback.
	Future-proof your assessment process	• Increase in the predictive capability of each hiring tool. • Increase in hiring decisions' accuracy over time.
	Reduce your interview rounds with data	• Reduction in the number of interview rounds
	Connecting the dots within and beyond your hiring process	• Quality of hire and time to hire before and after. Onboarding experience before and after. • Time to onboard before and after.

Focus Area 1

A Different Approach to DEI - Go Beyond Diversifying Your Talent Pipeline

Behind the curve: If you're not taking active steps to diversify your talent pipeline, it's time to do so

Recognizing the significance of diversity, equity, and inclusion (DEI) in workplaces worldwide has surged over the past five years. A growing number of global companies are embracing this importance and making dedicated strides to diversify their candidate pool.

Notable firms like Google, Microsoft, and Salesforce lead the way in these endeavors. They actively expand their diverse talent pipeline by sourcing varied talent, collaborating with organizations supporting underrepresented groups, participating in diversity job fairs, using online platforms catering to diverse communities, and leveraging social media. They also promote pipeline programs, internships, and scholarships aimed at underrepresented groups for a more comprehensive and inclusive workforce.

The assumption underlying these efforts is the "law of large numbers": if we have more diverse candidates entering our pipeline, we are more likely to hire a more diverse set of candidates. This assumption ignores the abundance of human bias present in recruitment processes and makes diverse candidates fall between the bias cracks.

Key KPIs to measure:

- ✓ % of diverse candidates in the pipeline.
- ✓ % of diverse candidates in the pipeline from each recruitment source.
- ✓ % of diverse candidates in the pipeline vs. % of diverse candidates hired.
- ✓ % of diverse candidates in each hiring stage (diverse candidates progression in the hiring process, adverse impact rule).

What Everyone is Doing: Bias Training, Interview Guides, and Scorecards

Bias training and structured interviews are gradually and steadily becoming a best practice, as organizations are recognizing their importance to promoting diversity in the hiring process.

By implementing interview guides and scorecards, companies provide a consistent and fair evaluation framework for all candidates. For instance, companies like Amazon and Facebook have adopted structured interview guides to standardize the interview process, ensuring that all candidates are assessed against the same set of criteria. These guides outline the questions and evaluation criteria that interviewers should follow, reducing the potential for bias and enabling a more objective assessment. Furthermore, organizations like IBM and LinkedIn have invested in unconscious bias training programs, educating their hiring teams on implicit biases that may affect decision-making.

Over 100 years of research evidence has proven that structured interviews predict job performance better than unstructured interviews and are fairer toward diverse candidates. Bias training, on the other hand, is showing mixed results. The key reason is that most information tends to be forgotten and people tend to revert to their old ways of decision-making.

Key KPIs to measure:

- ✓ % of diverse candidates hired pre and post implementing structured interviews and/or bias training.
- ✓ Interview scores provided to diverse candidates vs. non diverse candidates.

Differentiate yourself: Implement Skills-Based Hiring, Track Bias and Provide Feedback

Skills Based Hiring

Skills-based hiring offers a powerful approach to diversifying the workforce by looking beyond traditional measures such as experience, education, and other credentials. Instead, it focuses on assessing a candidate's specific skills and abilities that are relevant to the job at hand. By adopting this approach, you can provide opportunities to individuals who may have acquired skills through alternative pathways or non-traditional backgrounds. This opens doors for candidates who may have faced systemic barriers or lacked access to traditional educational resources.

Skills-based hiring vs. traditional hiring example:

Imagine you are hiring for a sales position. With the traditional hiring approach you would say: "Let's hire people with a degree in Business Administration and previous experience in sales. If they are coming from an IV league school or a well known organization, that's even better". With the skills-based hiring approach you would say: "Let's review candidates from various positions that require excellent communication, working with targets, and independence. Where they studied and previously worked really doesn't matter, as long as they have the relevant skills". By using a skill-based approach, you can open the position to many more candidates from various positions such as, recruitment, admin, marketing, operations, and more. You also open your pipeline to candidates that did not have the privilege or opportunity to study or learn at well known institutions.

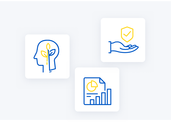
How to get started?

Build a position profile

Create a well-defined document outlining the relevant skills for the position and their desired level. Align these skills amongs all stakeholders (hiring managers, recruiters, etc.). Break down the skills into specific behaviors expected in the job (e.g., "Thoroughly records meetings in the CRM"). Keep the list concise and differentiate between "must-have" and "nice-to-have" skills.

Create a skills and tools mapping

Once you've identified the skills you want to measure, now is the time to decide which are the best tools to assess them (pre-hire assessment, phone interview, hiring manager interview, HR interview, home assignment). Ideally, each skill should be measured by more than one tool and assessed by more than one interviewer.



Build/Rebuild your interviews to assess specific skills

Instead of asking generic questions like "Tell me about yourself," design questions that assess specific skills. Ensure each question aims to evaluate a particular skill. As an example, you can use this skills-based interview guide Informed Decisions has created for sales positions.

Score each skill

Quantitatively evaluate each skill per candidate by assigning scores at the end of the interview or during the interview for each question, then aggregate the scores to obtain a skill-level score. This quantitative approach speeds up the integration of information from different interviewers, facilitates candidate comparisons, and helps audit the process for potential group differences (e.g., gender-related score discrepancies).

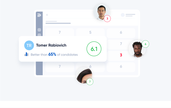
Key KPIs to measure:

- Top skills among new hires.
- Skills to be developed among new hires.
- Quality of hire before and after the implementation of skills-based hiring.

Track Bias

Since bias/interview training is quickly forgotten, a better way to reduce human bias from your hiring process is to track it. To manage bias (or anything else), you need to measure it first.

How to get started?



Ensure Your Interviews Are Scored

Many scorecards today use emojis, star icons, and other visualizations to rate interviews. However, deriving data-driven insights from this valuable information can be challenging. Scoring your interviews provides the key to unlocking insights into bias.

Analyze and Audit for Bias

Once your interviews are scored, you can begin examining various biases, such as group differences. Are we assigning higher scores to non-diverse candidates compared to diverse candidates? To males versus females? Are higher scores given to candidates from Ivy League schools or well-known companies? Is there a correlation between the type or number of years of experience and interview scores? These analyses offer profound insights that foster a deep understanding of your organization's actions affecting diversity efforts.

Key KPIs to measure:

- **Number of data-driven insights:** you have about your hiring process.
- **"Bias score":** - create a scale that aggregates the data from all the biases you are tracking to provide insight into how biased or unbiased your organization is. Track this metric over time to ensure your score increases after applying relevant interventions.

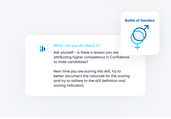
Provide Interviews With Actionable Feedback

Now that you better understand the prevailing biases in your hiring process, you can educate and inform your interviewers. Interviewers rarely receive feedback on their interviewing practices, and like in any other domain, feedback is critical for improvement. Recruiters are sometimes completely blind to their hiring success since their work ends once the candidate is hired. Hiring managers experience the implications of a successful/poor hire, but mostly can't tie it back to any specific interview behavior. Providing both recruiters and hiring managers with these data-driven insights is a significant step toward hiring accuracy and fairness.

How to get started?

Draw main conclusions from your bias analysis

Depending on your resources, this can be at the organizational level, position level, team level, and even the individual level. Identify the most dominant biases suggested by your data (for example, as a company, we give higher scores to females versus males, we're more influenced by technical skills vs. human skills in decision-making, etc.).



Communicate the insights with actionable feedback

Awareness is the first step, but in most cases, interviewers won't know how to reduce their bias after learning about it. As a talent and diversity leader, this is where you come in to provide added insight and value. We recommend collaborating with subject matter experts to understand how each unveiled bias can be minimized. For example, reducing bias favoring one gender over another can involve working more closely with scoring rubrics and better documenting the rationale for scoring.

Key KPIs to measure:

- **Bias reduction over time:** for each bias separately and as an aggregate (Bias score) - this can be done at the organizational/team/individual level, depending on available resources.
- **Increase in quality of hire** measures.
- **Increase in diversity** measures.

Focus Area 2

Measure Your Hiring in Non - Traditional Ways

Picture your sales department making crucial decisions about which products to sell and which salespeople deserve bonuses, all without relying on data. Now, envision your marketing department allocating budgets to various marketing channels without knowing which ones yield the best results. Unthinkable, isn't it? Surprisingly, this lack of data-driven decision-making still persists in many Talent Acquisition departments. While other areas of the business have long embraced data-driven approaches, Talent Acquisition has been slow to catch up. To truly earn a seat at the table, talent leaders must step up and demonstrate the unequivocal value they bring by measuring the quality of their work and showcasing its undeniable ROI. It's time for Talent Acquisition to shed the archaic practices and join the ranks of data-driven decision-makers who have been propelling businesses forward for years. The opportunity to elevate the organization and secure its success lies within the grasp of talent leaders who embrace this imperative shift.

Behind the curve: Filling the Slots and Time to Hire

When it comes to the most basic measures in recruitment, two common indicators are filling positions and time to hire. Let's elaborate on these measures:

Filling Positions: Filling positions is a metric that focuses on the number of open positions that have been successfully filled within a specific timeframe. It serves as a straightforward measure of recruitment effectiveness in terms of meeting immediate staffing needs.

Time to Hire: Time to hire is a metric that tracks the duration it takes to complete the hiring process, from the initial job posting to the candidate accepting the offer. It is an important operational measure that reflects the efficiency of the recruitment process.

When considering both filling positions and time to hire as recruitment KPIs, it is important to recognize their limitations. Focusing solely on these basic measures can lead to a narrow understanding of recruitment success. They do not capture crucial factors such as candidate quality, fit with organizational culture, diversity and inclusion efforts, employee retention, and the alignment between hired candidates' skills and organizational needs.

By solely focusing on filling positions and time to hire, organizations miss opportunities to assess the long-term impact of their recruitment strategies, the quality of talent acquired, and the ability to create a diverse and inclusive workforce. Therefore, to gain a more comprehensive understanding of recruitment effectiveness, organizations should consider incorporating additional KPIs that provide insights into these critical areas.

Key KPIs to measure:

- **Filling positions:** Number of open positions that have been successfully filled within a specific timeframe.
- **Time to hire:** Time from the initial job posting to the candidate accepting the offer.
- **Time to fill:** Time from the opening of the job requisition to the candidate accepting the offer.
- **Time to interview:** Time from receiving an application and conducting the first interview.
- **Time to offer:** Time from the first interview or final selection decision to extending a job offer to the chosen candidate. It reflects the speed of the decision-making and negotiation processes.
- **Time to start:** Time between the candidate accepting the job offer and their actual start date. It helps evaluate the onboarding and administrative processes involved in transitioning the new employee into the organization.
- **Time in recruitment pipeline:** The average time candidates spend in each stage of the recruitment pipeline, such as screening, interviewing, or assessment stages. It helps identify bottlenecks and areas where the process can be streamlined.

What Everyone is Doing: Basic Measurement of Hiring Quality

Forward-thinking companies recognize the limitations of measuring only the temporal aspects of the hiring process and are adopting measures of hiring quality. This quality encompasses an employee's effectiveness and long-term impact on an organization's success. To gauge this, companies use tools like post-hire surveys, performance assessments, and input from managers and colleagues. Retention rates also factor into assessing hiring quality.

Notable companies such as Microsoft and LinkedIn employ post-hire surveys to gather comprehensive feedback on employees' skills, cultural fit, and performance.

While these measures offer initial insights into hiring quality, they exhibit drawbacks:

Subjectivity

Quality of hire surveys and performance evaluations rely heavily on subjective viewpoints, often limited to the hiring manager's perspective, lacking a standardized benchmark.

"Ceiling Effect"

Managerial ratings tend to skew positive, making differentiation between employees' performance levels challenging due to reluctance to provide critical feedback.

Misalignment

The disparity between hiring and performance evaluation criteria, language, and measures complicates linking the two processes and truly understanding an employee's skills and quality of hire.

In light of these limitations, collaborating with hiring managers to align language and metrics between hiring and performance evaluation can enhance the precision of quality-of-hire assessments. Providing clear scoring rubrics to managers further enhances measurement accuracy.

Key KPIs to measure:

- Retention: Employee tenure or average tenure at the position level.
- Hiring manager satisfaction: A survey completed by the hiring manager after 3/6 months of the new hire's employment, assessing satisfaction.
- Performance review scores: Correlation between interview scores and performance categories.
- Goal attainment: Measurement of SMART goals, OKRs, KPIs, or any other tracking methods.
- Customer feedback: External or internal customer input.

Differentiate yourself: Measure Interviewers (and not just the interview process), Include Innovative Quality of Hire KPIs, and Demonstrate ROI by Showing the Cost of a Bad Hire.

Measure your interviewers (and not just your interview process)

Throughout the hiring journey, particularly during interviews, decisions hinge on human judgment—recruiters, hiring managers, and team members. Human biases often taint these judgments, impacting underrepresented groups the most. The accuracy and fairness of your hiring process is only as good as the accuracy and fairness of your interviewers, so as you work towards improving your hiring practices, a key focus should be your interviewers. While many organizations grasp this concept, actionable steps often lag behind.

Research by Gartner shows that 51% of DEI leaders say their top challenge is business leaders failing to take ownership for driving DEI outcomes. One of Gartner's key recommendations for organizations is to foster consequential accountability. Many organizations currently focus their DEI approach on collective accountability, but that doesn't

produce real results on DEI outcomes. HR should hold leaders accountable, using a DEI approach that leads to consequential accountability. The consequential accountability approach includes utilizing data for more equitable talent decisions, customized approaches to enable leader execution of DEI goals, and requiring and tracking progress from every leader in the organization.

Key KPIs to measure:

- ✓ **Data-driven decision making:** Are interviewers meticulously recording interviews and completing scorecards? Is scoring done immediately or postponed, allowing bias to creep in? Do they rely on hiring process data or gut instincts for final decisions?
- ✓ **Equitable decision making:** Are your interviewers systematically favoring candidates with specific characteristics? I.e., gender, ethnicity, specific types of educational institutes or companies? What are the prevalent biases that prevent them from making more equitable decisions? (also see the "track bias' ' section in focus area 1).
- ✓ **Quality of hire per interviewer:** Among candidates, interviewers approved and later hired, what percentage remained in the company for over two years or any chosen period? Who among them yielded high manager satisfaction? This metric aids in identifying top-performing "dream team" interviewers for learning and emulation.

Include innovative quality of hire KPIs

Going beyond the traditional quality of hire KPIs (see focus are 2, "What everyone is doing") will assist you in gaining a more in-depth understanding of it. The KPIs suggested here will require you to go the extra mile in your measurement practices, but will also create a better alignment between the way you hire and evaluate performance. It will also assist you in situating yourself as an innovative leader when it comes to talent metrics.

Key KPIs to measure:

- ✓ **% of top performers:** This metric underscores recruitment excellence. Gauging the percentage of hires that attain high-performance status conveys our commitment to elevating standards within Talent Acquisition. It signals our continuous endeavor to expand the slice of the high-performance pie by enhancing hiring practices.
- ✓ **Skills-based direct manager survey:** Don't just ask the direct manager generic questions like "On a scale of 1-10, how satisfied are you with Mellisa?". Ask them to score each skill from the job profile on a scale. That will allow you to avoid the Halo Effect of all good/bad performance, and will also allow you to correlate between the scores that were given to the employees in the hiring stages on the exact same skills and the manager survey scores. This will give you a skill level understanding of which skills are you good at predicting and in which you should improve.
- ✓ **Peer/Team Evaluation:** for some skills, team insights are more profound and reliable. Team members often provide a clearer perspective on an employee's teamwork, assistance-seeking tendencies, domain expertise, and more. Focus peer evaluation on interpersonal, collaborative, communication, and domain-specific skills. This approach leverages the team's perspective to enrich our understanding.

Demonstrate ROI by showing the cost of bad hire

What is a bad hire?

To start off, it's crucial to establish what qualifies as a "bad hire." It's essential to have a clear and shared definition of what constitutes a negative hiring outcome within our organization. This definition should be agreed upon by both talent acquisition and the business teams. Let's consider several indicators that may signify a bad hire:

1. Premature departure within the initial 3/6/9/12 months of employment.
2. Performance evaluations at or below level X.
3. Low manager satisfaction after 3/6 months (clarification on the "low" benchmark based on the assessment scale is necessary).
4. Unsatisfactory achievement of objective KPIs, such as sales targets.

Doing the math

The hiring process involves the efforts of various stakeholders, including recruiters, hiring managers, and team members, among others. To accurately evaluate the cost of time invested, it's essential to determine the hourly rate of each stakeholder or, at the very least, make a close estimation of it. Understanding these rates will help comprehensively assess the overall expenses incurred during the hiring process.

To be able to scale the numbers and understand what is your cost of bad hire for a year (or any other time period), you should have the average number of employees in the position in the designated time frame and the turnover rate in that time period.

Now, when you have the numbers, it's time to break down your hiring process into its stages and components and understand the cost of each stage and the entire process. To do that, you can use our Cost of Bad Hire Calculator.

Key KPIs to measure:

- ✓ Cost of one bad hire.
- ✓ Cost of all bad hires for a specific position in a designated time period.

Focus Area 3

Shift from Operations to Strategy by Utilizing Technology at A Different Level

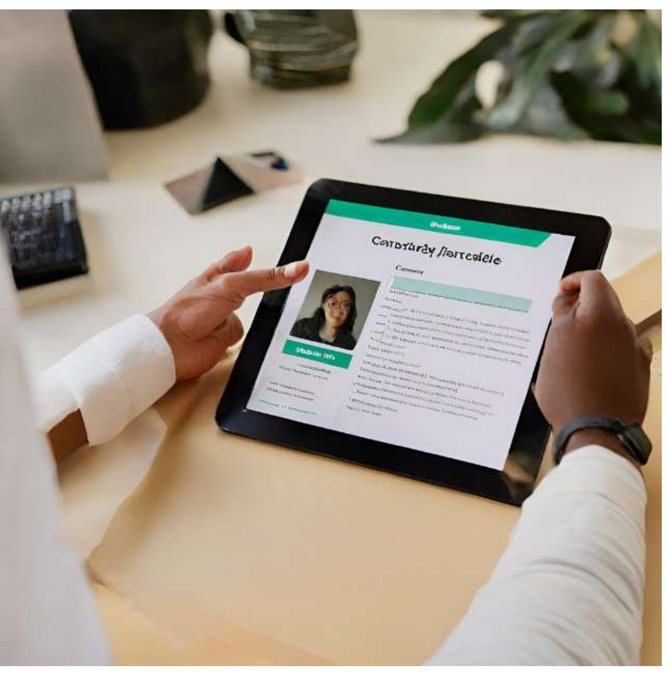
These times are pretty volatile for many organizations, and companies are putting an extreme focus on boosting productivity. Technology and AI developments have emerged as invaluable assets in transforming HR and Talent Acquisition from operational to strategic forces. These technological advancements offer HR professionals, particularly Talent Acquisition leaders, the means to stand out and become more productive, strategic, and less bogged down by repetitive tasks. Embracing these new technologies also allows Talent Acquisition leaders to make data-informed decisions, optimize talent sourcing, and implement more effective candidate screening methods. By harnessing technology's potential, HR can strike a harmonious balance between operational efficiency and strategic vision, propelling their organizations toward long-term success in the dynamic and competitive job market.

Behind the curve: Applicant Tracking System and Automated CV Screening

Over the past two decades, **Applicant Tracking Systems (ATS)** have become a staple in the talent acquisition industry. It's estimated that over 90% of large companies and an increasing number of medium and small-sized businesses rely on ATS to manage their recruitment efforts.

ATS platforms offer significant advantages in streamlining the recruitment process and centralizing candidate management. They act as a digital repository for all candidate data, allowing recruiters to efficiently organize and access information in one place. By automating various tasks, such as resume screening, interview scheduling, and candidate communications, ATS reduces manual efforts, freeing up valuable time for recruiters to focus on building relationships with candidates and making strategic hiring decisions.

ATS platforms also have several shortcomings. A significant one is the inherent "one size fits all" approach of many ATS systems. These platforms often come with pre-built interview guides that suggest fairly banal and generic questions, leading to a lack of depth and personalization in candidate assessments. Additionally, ATS scorecards tend to be non-numeric, limiting the granularity and precision in evaluating candidates and make it challenging to measure and validate the recruitment process. While ATS platforms do allow companies to measure certain recruitment KPIs, such as time-to-fill, source of hire, and applicant flow, these metrics are often fairly basic and may not capture the intricacies of the hiring process.



Automated CV screening brings notable advantages to talent acquisition. It accelerates the processing of large resume volumes, enhancing efficiency for recruiters. Utilizing preset parameters and advanced algorithms, automated screening accurately identifies qualified candidates with specific skills and experiences. It also aids in reducing unconscious bias, and fostering fairness and inclusivity.

However, automated CV screening's limitations include potentially overlooking candidates with unique backgrounds and skills not fitting predefined criteria. Additionally, there's a risk of amplifying bias, as algorithms learn from historical human choices that may carry biases. Vigilance and continuous oversight are vital to counter and minimize potential biases in automated CV screening.

Key KPIs to measure:

Below are the KPIs that are most commonly tracked by ATSs:

- ✓ Time to fill/Time to hire: The average time it takes to fill a job vacancy from the moment it is opened/first application to the offer acceptance by the selected candidate.
- ✓ Source of hire: The channels or sources from which candidates are coming into the recruitment process.
- ✓ Recruitment funnel: The % of candidates that progress from stage to stage.

What Everyone is Doing: Online Assessments and Social Media Recruitment

Online Assessments and Video Interviews

Assessments are now integral to the pre-employment testing suite used by talent acquisition teams. These tools evaluate candidates' skills, cognitive abilities, personality traits, values, and motivations, offering valuable insights for informed hiring choices.

Prominent companies like IBM have embraced AI-driven assessments that employ machine learning algorithms to predict candidate success based on historical data and role-specific performance trends. This approach analyzes candidate responses and behaviors to gauge alignment with job requirements. By identifying patterns and correlations between attributes and performance, recruiters can focus on candidates with the highest potential.

Video interviews are another widely adopted tool. These virtual assessments enable efficient initial screenings, especially for remote and global hiring. Candidates respond to pre-recorded or live video questions, allowing recruiters to gauge skills like communication and motivation. AI analyzes responses and body language, predicting candidates' suitability based on successful hire data.

Assessments and video interviews offer standardized, data-backed decision criteria, leveraging historical data for better prediction. They save significant time in initial screening, resulting in cost and time efficiencies.

Despite their multiple advantages, you should be well aware of their shortcomings to be able to use them ethically and wisely.

Limited scope

Assessments may not encompass all facets of a candidate's potential, so it's advised to integrate assessment data with insights from other hiring tools to make well-rounded decisions.

Bias perpetuation

Assessments that are trained on historical data might inherit bias from decisions that were previously made by people. One well-known example of bias in AI hiring algorithms is Amazon's CV screening algorithm.The algorithm was trained on historical resumes submitted to the company over a ten-year period. However, it was soon discovered that the AI system displayed a significant gender bias.The issue arose because historically, Amazon's workforce had predominantly been male in technical roles. The AI algorithm, based on this biased training data, learned to associate certain keywords and experiences more frequently found on male resumes with success at Amazon. As a result, the algorithm systematically downgraded resumes that included terms more commonly found on female resumes, leading to a bias against women applicants. In order to use assessments wisely, you need to make sure that they are audited periodically for gender, ethnicity, and other group bias.

Candidate experience

Candidates often find lengthy online assessments and one-way video interviews impersonal, stressful, and biased. When selecting assessment tools, prioritize scientific validation, job specificity, engagement, and brevity. If using multiple automated tools, consider adding a personal touch in between to avoid consecutively relying on these methods.

Key KPIs to measure:

- ✓ Predictive validity: Correlation between assessment and performance and retention measures.
- ✓ Group differences: Does the assessment yield similar/different results for different gender/ethnicity/age groups.
- ✓ Candidate experience.

Social Media Recruitment

Social media platforms have revolutionized talent acquisition, offering a dynamic and interactive approach to recruitment. LinkedIn remains one of the primary platforms for professional networking and talent sourcing. Apart from LinkedIn, other social recruitment platforms have gained prominence: Facebook Jobs, Twitter, Instagram, Glassdoor and Github are used to source candidates, advertise job openings, run interactive job campaigns and employee referral campaigns, promote employer brand, engage with job seekers and showcase the company's culture.

Marriott International, a renowned hospitality company, creatively leveraged social media recruiting with its "Two Bellmen" campaign. This action-comedy short film showcased Marriott's commitment to creativity, innovation, and exceptional customer service. The campaign was distributed across various social media platforms and amplified Marriott's employer brand visibility, engaging a wide audience beyond traditional recruitment channels. Interactive elements, contests, and quizzes further encouraged viewer engagement, attracting potential candidates and fostering relationships with passive job seekers. The campaign's success resulted in increased job applications and positioned Marriott as an exciting and dynamic place to work within the competitive hospitality industry.

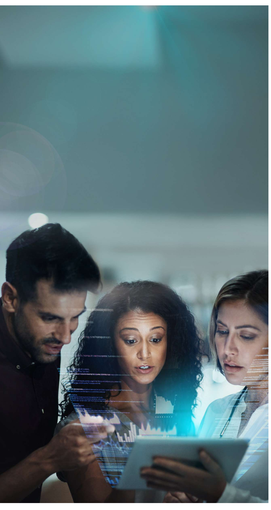
While valuable, social media recruitment has some shortcomings that you should be aware of. One significant concern is the risk of candidate privacy and data security breaches. Recruiters must be cautious about inadvertently accessing personal information that may lead to bias or discrimination during the hiring process. Additionally, companies must navigate the fine line between engaging candidates and overwhelming them with recruitment messages, as excessive outreach may negatively impact a company's employer brand. To maximize the benefits of social media recruitment, businesses must adopt responsible practices, prioritize candidate privacy, and strike a balance between engagement and respectful communication.

Key KPIs to measure:

- **Source of Hire:** % of candidates hired through each social media channel. It helps companies understand the impact of social media in their talent acquisition efforts and evaluate each platform's contribution to the overall hiring process.
- **Cost per Hire (CPH):** CPH measures the average cost incurred to hire a candidate through social media. By comparing this metric with other sourcing channels, companies can determine the cost-effectiveness of their social media recruitment strategy.
- **Candidate Engagement:** This KPI measures the level of engagement candidates have with the company's social media content, such as likes, comments, shares, and interactions. Higher engagement indicates a strong employer brand and interest from potential candidates.
- **Conversion Rate:** The conversion rate tracks the percentage of social media followers or visitors who complete a specific action, such as applying for a job or joining the talent network. A higher conversion rate indicates an effective call-to-action and a well-targeted audience.

Differentiate Yourself: Elevate Your Strategic Impact By Leveraging Technology to Revamp Your Talent Acquisition Infrastructure

If you are an innovative leader who is already harnessing the power of technology to cut down manual tasks and drive data-centric solutions, and if you've already recognized the pivotal role that technology plays in shaping the future of talent acquisition. You are probably asking yourself what's the next step? How do you transcend the ordinary and truly set yourself apart? The answer is simple yet profound: it's about employing technology not just to streamline recruitment, but to strategically amplify your Talent Acquisition infrastructure. By directing technological prowess towards refining decision-making processes and empowering your team and business leaders to enhance their decision-making skills, you're opening the door to a new realm of differentiation. Technology grants you the invaluable luxury of time – time to delve into quality, not just efficiency. It's time to transition from being efficient to being exceptional, from being tactical to being a true strategist. Here are several ways to go about it.



Strengthen your relationship with candidates by providing them with meaningful feedback

If you're already leveraging technology to elevate your candidate interactions and streamline communication throughout the interview process, kudos are in order. But the true distinction lies beyond mere responsiveness– it's the depth of engagement that sets the stage for meaningful impact. Enter the pivotal next step: offering candidates tailored feedback on their interview performance. This isn't just a gesture; it's a practical strategy for nurturing growth, particularly for those who might not advance further. By enabling candidates to refine themselves based on feedback, you're giving them a tangible way to enhance their performance in their upcoming interviews. Simultaneously, you're crafting an exceptional candidate experience that contributes positively to your employer brand's identity. For a hands-on approach, we recommend aligning feedback with specific job-related skills, providing candidates with actionable insights. This isn't just interaction; it's a pathway to differentiation. Your journey towards a truly impactful candidate experience gains its transformative edge here

Key KPIs to measure:

- **Candidate experience** scores before and after applying feedback.
- **Quality of feedback** given to candidates (was the feedback clear? Actionable? respectful?).

From refining job descriptions to future-proofing your assessment process

Thanks to AI, job descriptions can now be auto-generated and scanned for bias, but the real challenge lies deeper – embedding unbiased practices across your entire recruitment process. The spotlight is on building a hiring environment that's not only more predictive but also more inclusive. With more and more awareness and legislation in this area, this becomes imperative for all organizations.

Another important point is about preparing your hiring practices for the future. Looking ahead is no longer an option; it's a necessity. As the world of work constantly reshapes itself, the skills that matter today might not be as crucial tomorrow. Crafting your hiring process, choosing assessment tools, and devising interview questions demands a forward-thinking approach.

To future-proof your hiring practices you should be up to date with the current and future skills of your business. We recommend reports like the Future of Jobs report by the World Economic Forum, and PWC's Future of Work. It is also about choosing tools that are not static, but dynamic, relying on data to continually update what is being assessed and how it is assessed.

Even if your hiring tools are dynamic, as long as your interviewers are static in their practices and biases, improvement will be challenging. Technology is at your disposal to assist with this and provide interviewers with continuous, actionable feedback on their best and worst practices and to track improvement over time.

Key KPIs to measure:

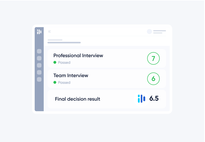
- ✓ **Increase in the predictive capability** of each of your hiring tools and your hiring process as a whole. We recommend measuring your process predictive validity on a yearly basis and tracking improvement over time.
- ✓ The same goes for your interviewers - being able to measure their d**ecisions' accuracy across time** will allow them to improve and you to know who are your best interviewers.

Reduce your interview rounds with data to win candidates

It's a common challenge for companies to wrestle with lengthy and tiresome interview processes that eat up valuable employee time, create a subpar candidate experience, lead to dropouts among qualified candidates, and don't necessarily yield higher-quality hires.

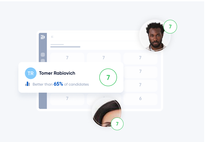
This challenge is hard to tackle since hiring managers are usually confident that all interview rounds are necessary, and find it hard to let go of what they know and believe to work. Since it is such a challenge, it's also a great opportunity to make a change that can save your company huge bucks and minimize dropout chances of star candidates that competitors are trying to snag.

Here are three suggested ways to go about it:



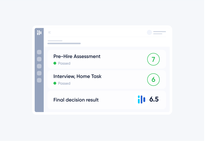
Compare interview scores with final decisions

Correlate the first interview score with the final decision (extend an offer or not), then correlate the first and second interview score average with the final decision, and so forth. Whenever there isn't a significant added value to the correlation, this is time to stop. See a case study from Google, which took this approach.



Assess alignment between interviewers

If the first and second interviewers share a similar assessment of relevant skills, is it truly necessary to conduct a third or fourth interview?



Evaluate alignment with other assessment tools

If your recruitment process involves professional tasks or personality or cognitive assessments, assess for alignment between these tools and interview evaluations.

All of the above will be very challenging to do if you don't have a data-driven infrastructure for recruiting in place. So, first things first: Make sure you're assessing specific skills in a quantifiable way.

Key KPIs to measure:

- ✓ Reduction in the number of interview rounds.

Connecting the dots within and beyond your hiring process

In a typical hiring process there are multiple interviews, interviewers, and assessments involved. At each stage, the candidate will usually pass or get rejected according to their performance at that stage. But if we think about it, is it a good decision to reject a candidate based on their communication skills (for example) at their last interview, if in previous stages their communication skills were found to be good? On the other hand, are we willing to hire a candidate who gave in-depth and elaborated answers on their last interview, but their attention to detail was lacking in their home assignment? When we make a decision about a candidate, whether it's a pass or reject, we have more chances of making the right decision if we incorporate the data accumulated from multiple sources throughout the hiring process, vs. just considering the last touch point.

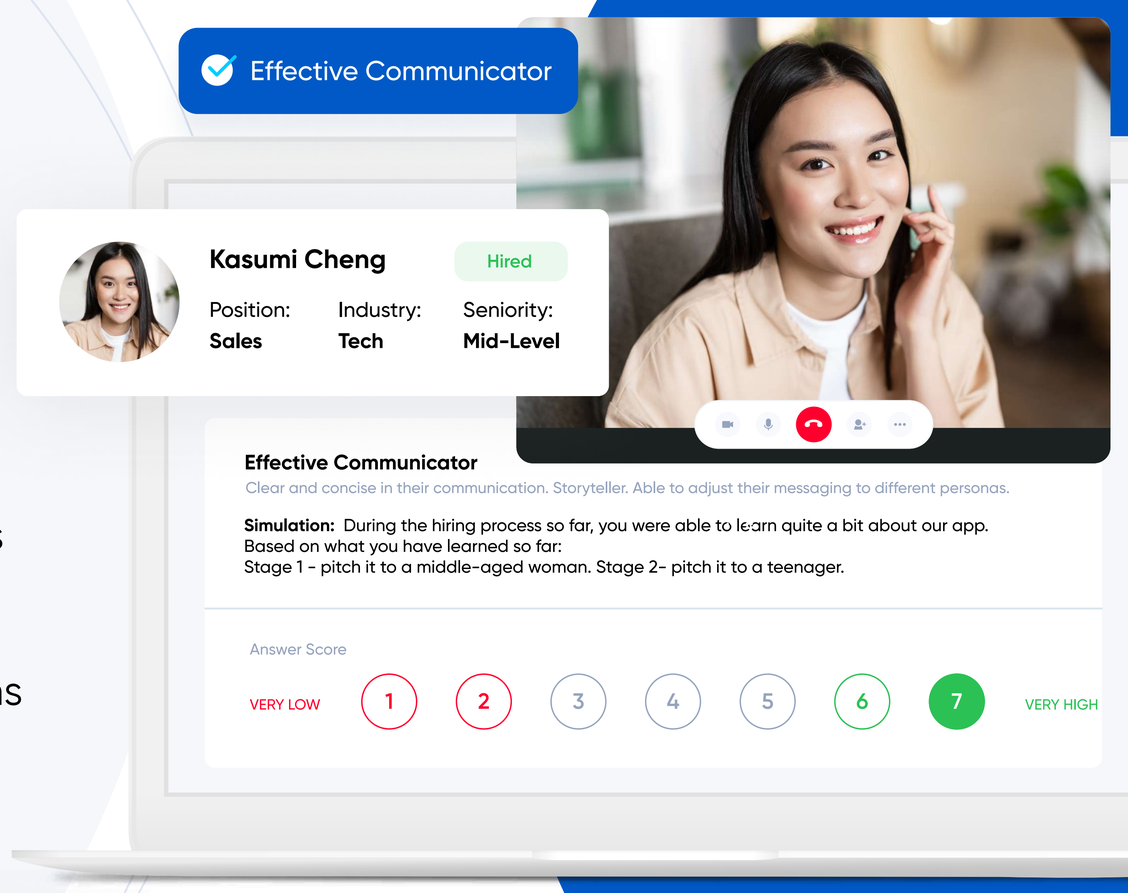
In order to connect the dots from the different tools and perspectives in your hiring process, you should have some kind of an integrator, that at any point in time is able to calculate specific skills scores and overall candidate scores based on the data accumulated so far. We do not recommend interviewers to view this information before their interview, since it might bias their decisions, but we do recommend reviewing the integrated scores after the interviewers have already submitted their scores and before they made the final decision.

Another realm that is usually disjointed from talent acquisition and holds a significant opportunity for strategic impact is talent development and upskilling. In the hiring process, much information about the candidate's skills is being collected.Usually, that information is not transferred to the talent development function once the candidate is hired. The knowledge about the new hire's skills remains in the Applicant Tracking System, while the new hire information is being accumulated from scratch in the Human Capital Management System. The potential for creating a customized onboarding experience, shortening the time to onboard with directed upskilling initiatives for new hires is lost today. With a relatively small effort, an opportunity lies to significantly enhance new hire performance based on skills data from the hiring process.

Key KPIs to measure:

- ✓ Quality of hire and time to hire before and after implementing "connecting the dots" in hiring.
- ✓ Onboarding experience before and after implementing "connecting the dots" between hiring and talent management.
- ✓ Time to onboard before and after implementing "connecting the dots" between hiring and talent management.

INFORMED DECISIONS



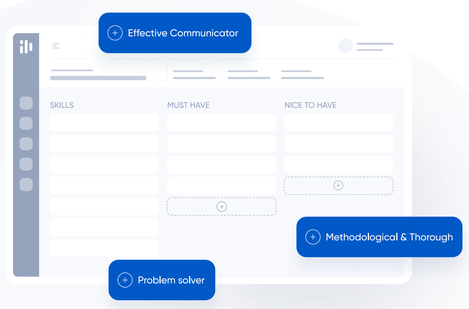
About Informed Decisions

Informed interview platform allows companies to interrupt bias and hire qualified and diverse candidates faster by providing interviewers with continuous and actionable feedback about what they're doing well and what their biases are. We are creating a skill-based and data-driven infrastructure for decision making that helps hiring teams get better with each interview.

Informed is an Interview Intelligence Platform that allows you to:

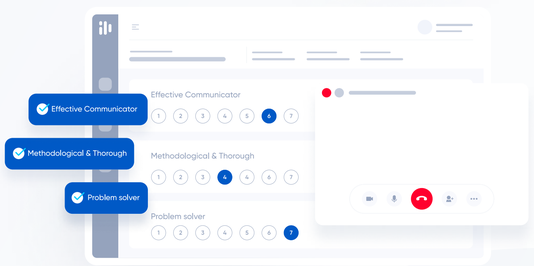
- Conduct **F2F and Video** live interviews.
- **Automatically transcribe** and summarize interviews, while auditing for bias.
- Continually assess your **quality of hire** by comparing interview results to actual performance.
- **Interrupt bias** and **train** existing and new **interviewers** by providing them with continuous actionable feedback about what they are doing well and what are their biases.
- Shorten **time to hire** by removing redundant interview steps, based on data.

How Does It Work?



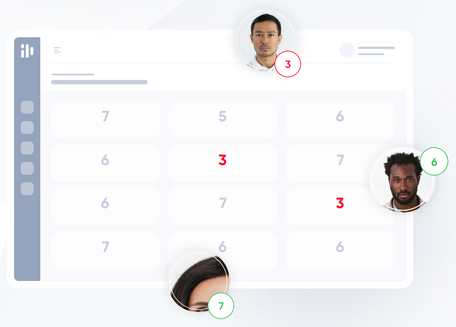
Build interviews

Build your interview process on Informed Platform or upload your current process.



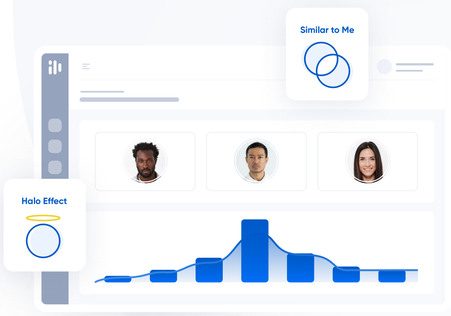
Interview

Conduct interviews on the platform and score candidates on relevant skills as you go.



Make a data-driven decision

Immediately as you finish interviewing, you will receive data about the candidate's level in each one of the desired skills in order to make an informed decision.



Improve as you go

The more your interviewers work with the platform, the more it gets to know them and can provide you with feedback on the things your best interviewers (predictive, inclusive) are doing and should be replicated. The platform also reveals prevalent biases in the interview process and provides continuous actionable feedback in order to overcome them.

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