



KEY TRENDS IN TALENT ACQUISITION TECHNOLOGY

Preface

CareerXroads and Aptitude Research have been watching talent acquisition technology trends for years. Recently, we have noticed a distinct shift in the way technology solutions are presented, and a growing shift in the way talent acquisition leaders are evaluating the technology. This evolution inspired us to collaborate and create this overview of the talent acquisition technology landscape. The insights herein are based on discussions from CareerXroads events, interviews with leading talent acquisition professionals, and various research studies from Aptitude Research.

Whether at countless industry events, through research and collaboration projects, global delegations, or the dozens of CXR communities that we lead, we've connected directly with hundreds of talent acquisition and talent management leaders from around the world. Time and again the discussion turns to technology and there's no doubt about it, the way that leaders are assessing, selecting, and implementing various technologies is evolving in challenging and interesting ways.

Complex business needs combining with imminent automation approaches and more tech options than ever, drive heads of talent in various directions. All too often that direction is the construction of a tech stack that resembles something more along the lines of a precarious Jenga stack - looking like it could tumble at any moment but still getting the job done. As you'll see in this report it's not uncommon for many companies to have upwards of 30 different solutions in place for recruiting alone. We enjoyed digging into this challenge with Aptitude Research and are excited to share with readers details around the "why" while showcasing some of those that continually stand above the rest.

Chris Hoyt
President, CareerXroads

Introduction

The talent acquisition technology landscape is growing in complexity. **In fact, over 60% of companies are increasing their investment in recruitment technology this year (Aptitude Research's 2019 Talent Acquisition survey).** Companies are looking at both traditional providers as well as startups to help solve challenges with attracting, recruiting and hiring talent. Determining what solutions provide value and what solutions create additional frustration is not an easy task. **Currently, only one in five companies is measuring the ROI on their talent acquisition technology investments (Aptitude Research's 2019 Talent Acquisition survey).**

Fortunately, many companies are thinking more strategically about their technology investments with a focus on efficiency and innovation. Today, technology needs to do more than keep organizations compliant and provide a workflow for moving candidates through the process. Technology needs to empower talent acquisition leaders with the tools they need to solve business challenges. As a result, the modern talent acquisition landscape is shifting from a transactional model to a more sophisticated suite of solutions.

According to CareerXroads 2019 Tech Stack Benchmark study, organizations are seeing the following impact from their talent acquisition tech stack: reduction in time to hire (56%); reduction in recruitment costs (35%); improvement in quality of hire (30%).

The talent acquisition technology stack is comprised of three core systems (Recruitment Marketing/Candidate Relationship Management, ATS, and Onboarding). It also includes an ecosystem of solutions that integrate with these core systems such as sourcing solutions, referral solutions, background screening, assessments, and communication tools (see Figure 1).

Recruitment Marketing Platform:

Often referred to as the “pre-applicant platform,” this solution manages outbound sourcing, inbound recruitment marketing, and employer branding, and integrates with any ATS. Many companies still struggle with implementing and adopting these solutions.

ATS: With nearly 80% of companies investing in an ATS, this market is the most mature in talent acquisition.

A modern ATS encompasses the entire pre-hire lifecycle including candidate acquisition, requisition management, job postings, search capabilities, interview management, communications, and reporting.

Onboarding System:

An onboarding system includes forms management, tasks management, and socialization in the company culture.

While the core areas of talent acquisition have become standard for most enterprise organizations, the ecosystem of providers can be overwhelming to navigate. Organizations today are faced with more decisions than ever before.

Figure 1: Talent Acquisition Technology Landscape

Talent Acquisition Trifecta

1 | Candidate Relationship Manager

2 | Applicant Tracking System

3 | Onboarding System

Ecosystem

Sourcing

Screening

Analytics

Interview

Assessments

Employer
Branding

Employee
Referrals

Candidate
Communication

The goal of this report is to provide clarity around the key trends in talent acquisition technology and determine how leading companies are evaluating providers. The trends discussed in this report include:

- Recruitment Automation
- Candidate Communication and Scheduling
- Recruitment Marketing
- Assessments

RECRUITMENT AUTOMATION

As Artificial Intelligence (AI) becomes more prevalent in talent acquisition solutions, the conversation around automation and its roles in talent acquisition are hard to ignore. Most companies are still confused by what automation is and the value it can add throughout the recruitment process. This section of the report will provide some understanding of the current state of automation; the challenges companies face when evaluating the solutions available in the market.

Current State: Companies want solutions that will reduce the administrative burden placed on recruiters - enabling them to improve efficiencies, reduce costs, and focus on the quality of hire. **Nearly 40% of companies are planning to invest in automation in the next year according to Aptitude Research's 2019 Talent Acquisition survey.** When considering recruitment automation, the benefits to the recruiter and talent acquisition team seems obvious. Yet, the benefits to the candidate too often go ignored. **Only 1 in 3 companies have a clear understanding of automation according to the same study.**

"Nothing we are using has been completely automated. We are still piecing it all together."

- Quote from CareerXroads member from the CareerXroads 2019 Talent Acquisition Tech Stack study.

Recruitment Automation can play a critical role in communicating with candidates, personalizing the recruitment process, and building trust with employers. As the competition for talent intensifies, companies need to prioritize the impact of recruitment automation on the candidate experience and how it can help candidates move through the process.



Job specific information is more powerful than generalities, and we are a society that gets our information via video. Text job descriptions are outdated and insufficient to produce engagement. Short, informal videos of the hiring manager and co-workers bring the job to life and provide the specific job information that is relevant to the candidate.

- Maury Hanigan, CEO, SparcStart

Talent Acquisition Startups

According to research conducted by #HRWins, the amount of investment in global HR technology in Q1 of 2019 was **USD 1.741 Billion** with much of that investment going towards talent acquisition technology startups. **According to CareerXroads 2019 Talent Acquisition Tech Stack study, over 50% of companies are investing in more than ten talent acquisition solutions.** Determining which providers drive results and can provide the resources and expertise to partner with organizations is a challenge. Through qualitative interviews with members of CareerXroads and discussions at 2019 CareerXroads colloquium meetings, several providers are helping talent acquisition leaders achieve results.

Below are three of these providers:



AllyO uses conversational AI to help companies find more qualified candidates, automate recruiting processes, and receive actionable insights. Its customers include FedEx, Hilton and Randstad Sourceright.



This platform automatically connects all of a company's talent systems and data to power the entire talent lifecycle. It partners with clients to do integrations, automation, data refresh, analytics, migrations, machine learning or any other priority. Customers include Teradata, the Gap, and IBM.



A realistic job preview can give companies an understanding of how someone will perform on the job. It can also give candidates an idea of what the job will entail. Job previews can be an extremely powerful tool for high-volume jobs and positions prone to turnover.

Case Study

Fortune 500 Outsourcing Company

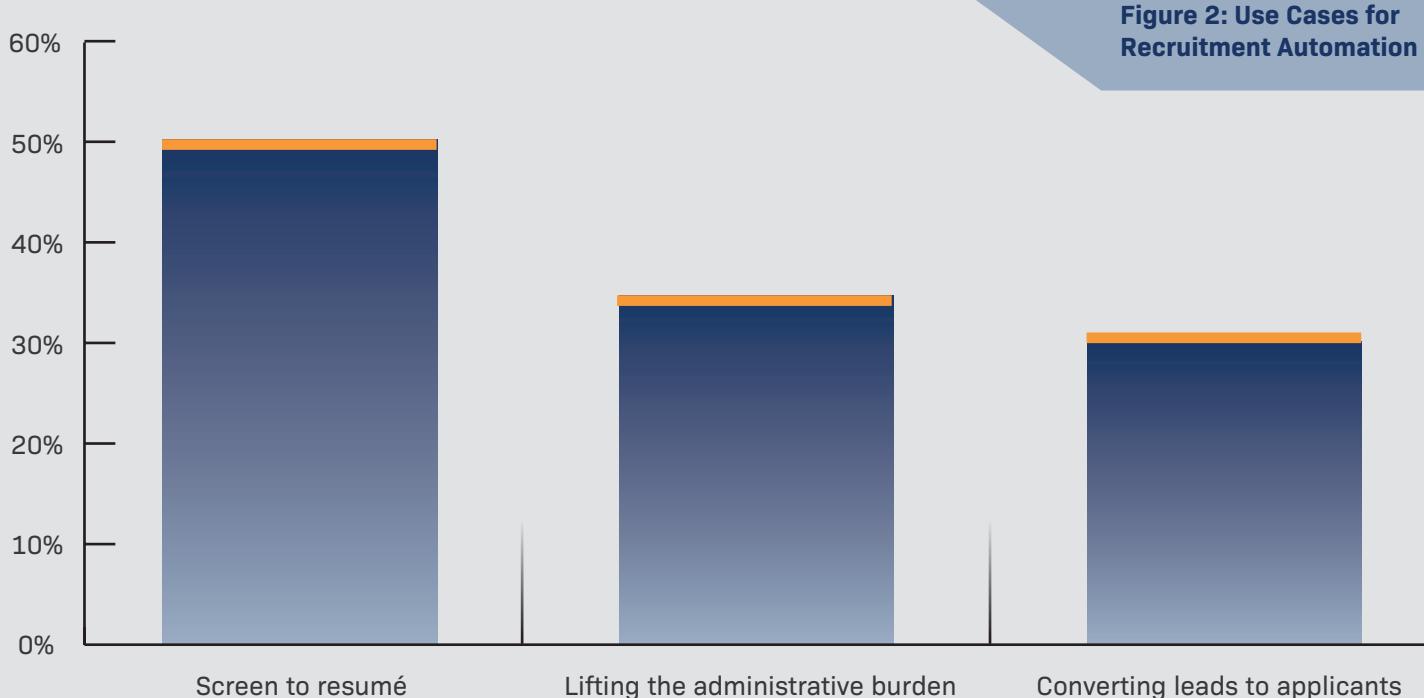
A Fortune 500 diversified outsourcing services company with more than 40,000 employees faced challenges in scaling and centralizing its campus recruiting program. The company's recruitment initiatives were executed regionally, leading to inefficiencies and limited insight into campus program effectiveness. The organization sought to launch a centralized campus recruiting program to measure results and gain an increased return on investment. With a small team, its resources were limited. It needed a technology partner to scale campus recruiting initiatives and automate processes.

The company partnered with Yello to establish a centralized, digital approach to campus recruitment. Pre-career fair, the talent team, promotes the event, sharing registration links with personalized messages and driving candidates to pre-register. At the event, recruiting teams in every region capture candidate data digitally, providing complete transparency into campus recruiting results, while improving the candidate experience through streamlined resume collection. In a single year, the company achieved significant cost

savings, while increasing its pool of top student talent. Below are some of the results this company achieved:

- The campus recruiting function captured resumes and candidate data of 468% more candidates during the fall recruitment season than the year prior, enabling the talent organization to cultivate a wide pool of student talent for internships and entry-level positions.
- Without increasing headcount, technology efficiencies enabled the recruiting team to double career fair attendance, empowering them to reach a more diverse pool of talent and establish partnerships with previously untapped universities.
- The company achieved cost savings of more than \$190,000 in a single year by automating time-consuming administrative costs associated with managing the event process and eliminating data entry through digital candidate data collection.

According to Aptitude Research, companies identified screening the candidate as the number one reason to invest in recruitment automation (see Figure 2). When considering recruitment automation from the viewpoint of the candidate, the value extends beyond efficiency and impacts the experience.

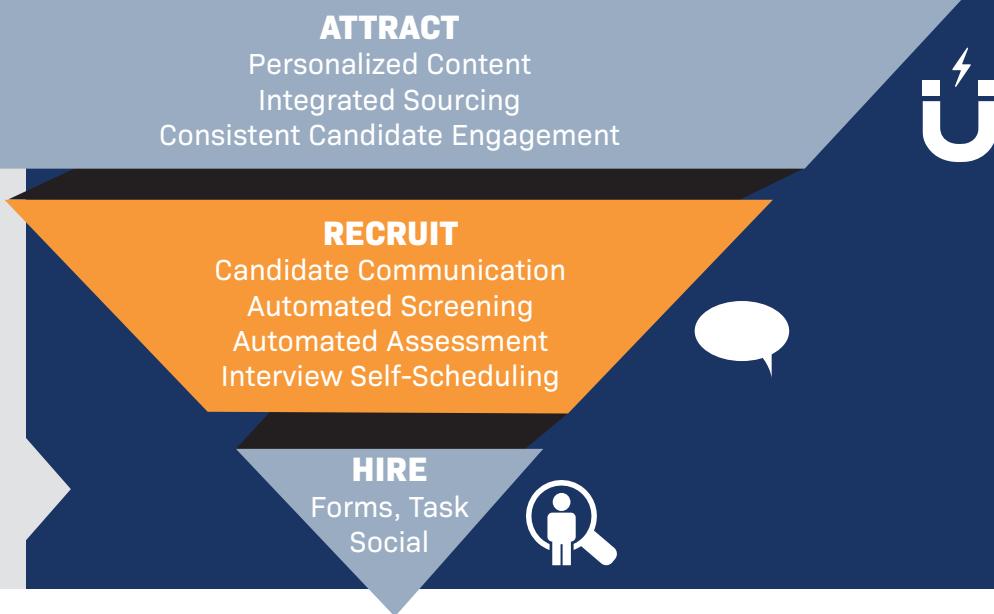


Source: Aptitude Research Partners. *Hire, Engage, Retain Study, 2018. N=336*

Key Strategies:

The key to successful recruitment automation is ensuring that the candidate has a consistent experience throughout every stage of the recruitment life-cycle. Candidates want a simple and transparent process, and they want to trust that an employer will provide that experience.

Figure 3 reveals the different use cases for **automation throughout the candidate's journey**.



Companies looking to leverage automation in their talent acquisition process should consider the following:

- **Understand The Unique Needs of the Business:** Companies need to understand their unique requirements before investing. Organizations should consider what goals they want to achieve and what processes they need to automate before taking a hard look at solutions or potential vendor partnerships.
- **Start with One Area:** Some companies are beginning recruitment automation through the sourcing function before they continue to other areas. Other companies are investing in self-scheduling as their first form of recruitment automation. Where recruiting automation might feel overwhelming for some firms, it can help to identify at least a single area of talent acquisition to focus on as the best option.

According to CareerXroads 2019 Talent Acquisition Tech Stack Benchmark study, 1 in 2 companies believe that less than 25% of recruitment processes will be automated in the next five years.

- **Consider a Provider with Expertise:** Automating recruitment processes and investing in AI requires solutions with expertise in this area. Consider providers that have made a commitment through their product development and support teams and who have experts on staff to address internal questions.

Technology Enablers

The pool of technology resources is large and growing rapidly. Turning to the **CareerXroads Talent Acquisition Vendor index** is one way to shorten the list for consideration. Compiled by the ratings and reviews of CXR members, this index is a current glimpse into the actual use of a variety of tools and at the time of this report contains over 400 vendors and just over 5,000 ratings and reviews. The top three recruiting automation technology providers from the CXR Vendor index include HireVue, Calendly, and Entelo.



HireVue automates the recruitment process with a comprehensive platform that includes scheduling automation, video interviews, video-based assessments, game-based assessments, and coding assessments powered by validated AI.



Entelo automates key recruiting processes so that companies can greatly reduce manual work, hire faster, and maintain a competitive advantage. Although primarily used as a passive sourcing tool, its products include search, analytics, matching and diversity solutions.



calendly

A solution that was not designed specifically for the Talent Acquisition space, Calendly is now widely used by many managers and talent acquisition teams around the world to automate the scheduling process through a simple, easy to use platform online.

Case Study

Lowe's Company Inc.

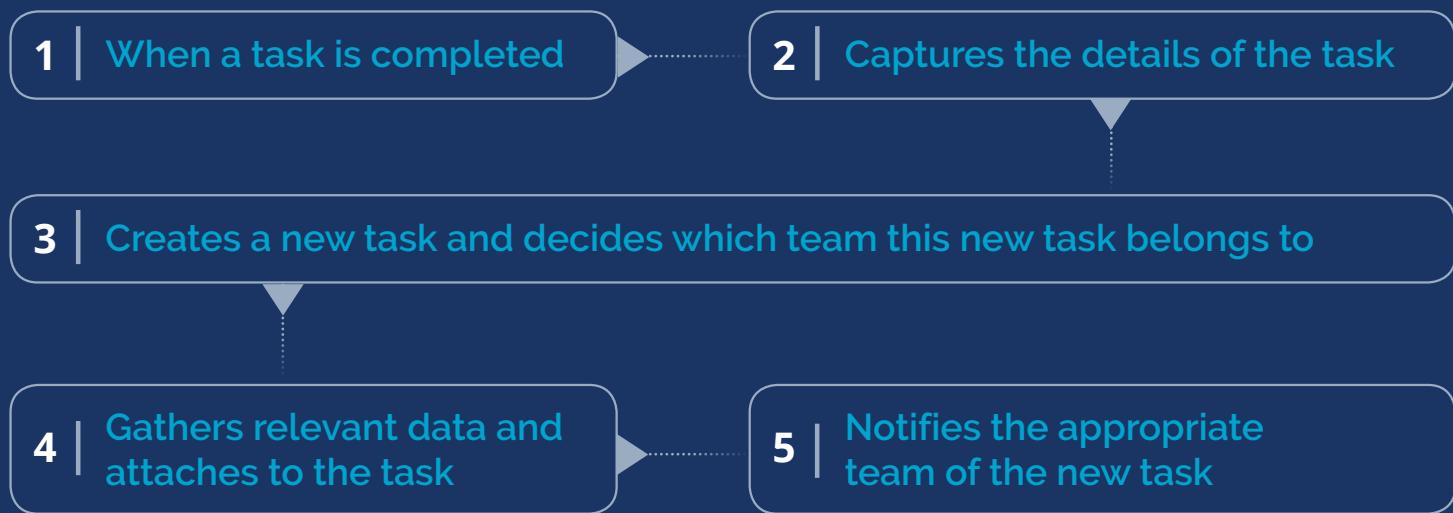
As one of the largest retail organizations in North America with over 300,000 employees, Lowe's faced the challenge of managing over 3 million applications every year. Hiring managers at Lowe's are responsible for all communication, and as a result, quality candidates were often falling through the cracks.

To improve efficiencies and ensure that candidates were moving through the process, Lowe's talent intelligence team decided to automate many of its processes. Robotic Process Automation (RPA) can be used to automate certain tasks within talent acquisition to save time, reduce costs and reduce human errors. For instance, when a new employee joins the company,

information needs to be gathered and communicated to several teams and systems. RPA can be used as an alternative to decreasing decision fatigue and human errors that directly impact productivity.

Lowe's uses Microsoft Planner to help support automation. When tasks are completed, new tasks are initiated. The appropriate team then receives the data and notifications. Donna Dolfe, Director Talent Acquisition at Lowe's notes, "RPA has helped Lowe's to eliminate errors, improve efficiencies, and ensure that candidates are moving along in the process." The below figure reveals the dashboard used to track these processes.

Figure 4: Lowes's Talent Acquisition Reporting Dashboard



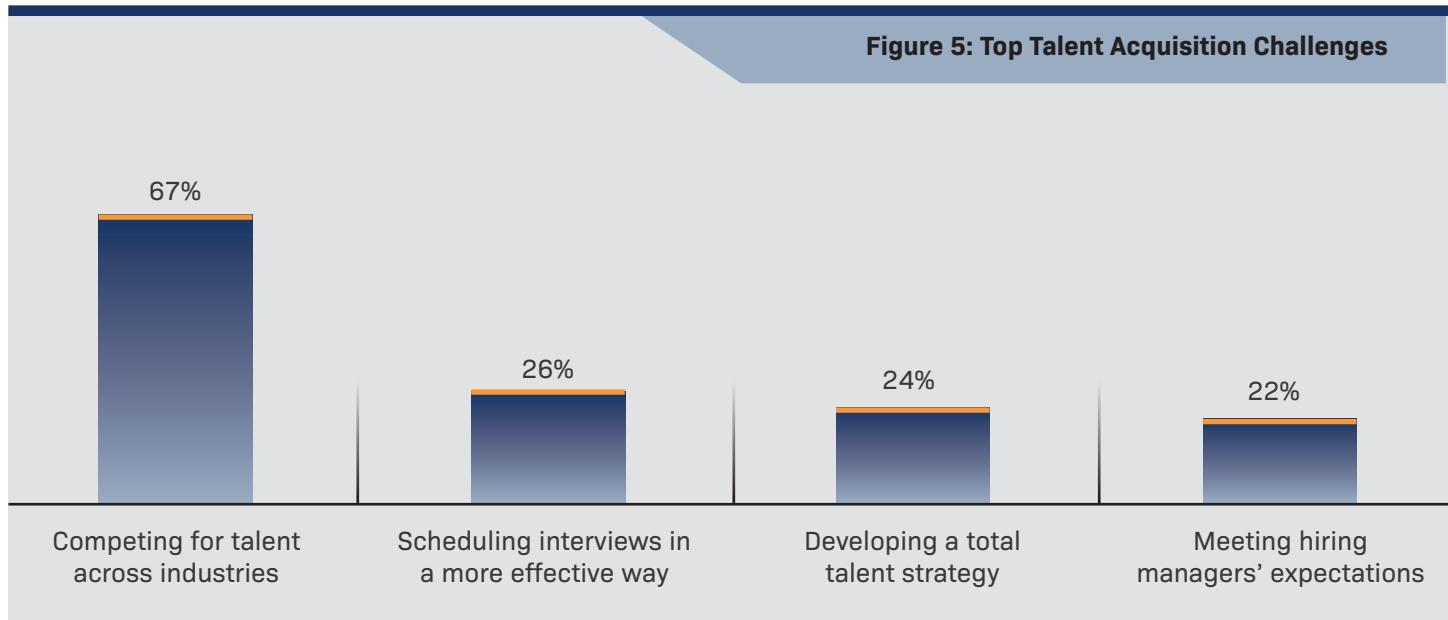
CANDIDATE COMMUNICATION & SCHEDULING

Communication is one of the most basic areas of talent acquisition. It often creates the most obstacles. Candidates often do not receive basic information on the employer, the team, or the interview process which negatively impacts the overall candidate experience. This section of the report will provide some understanding of the current state of candidate communication, potential strategies to resolve communication challenges, and the technology solutions available in the market today.

Current State:

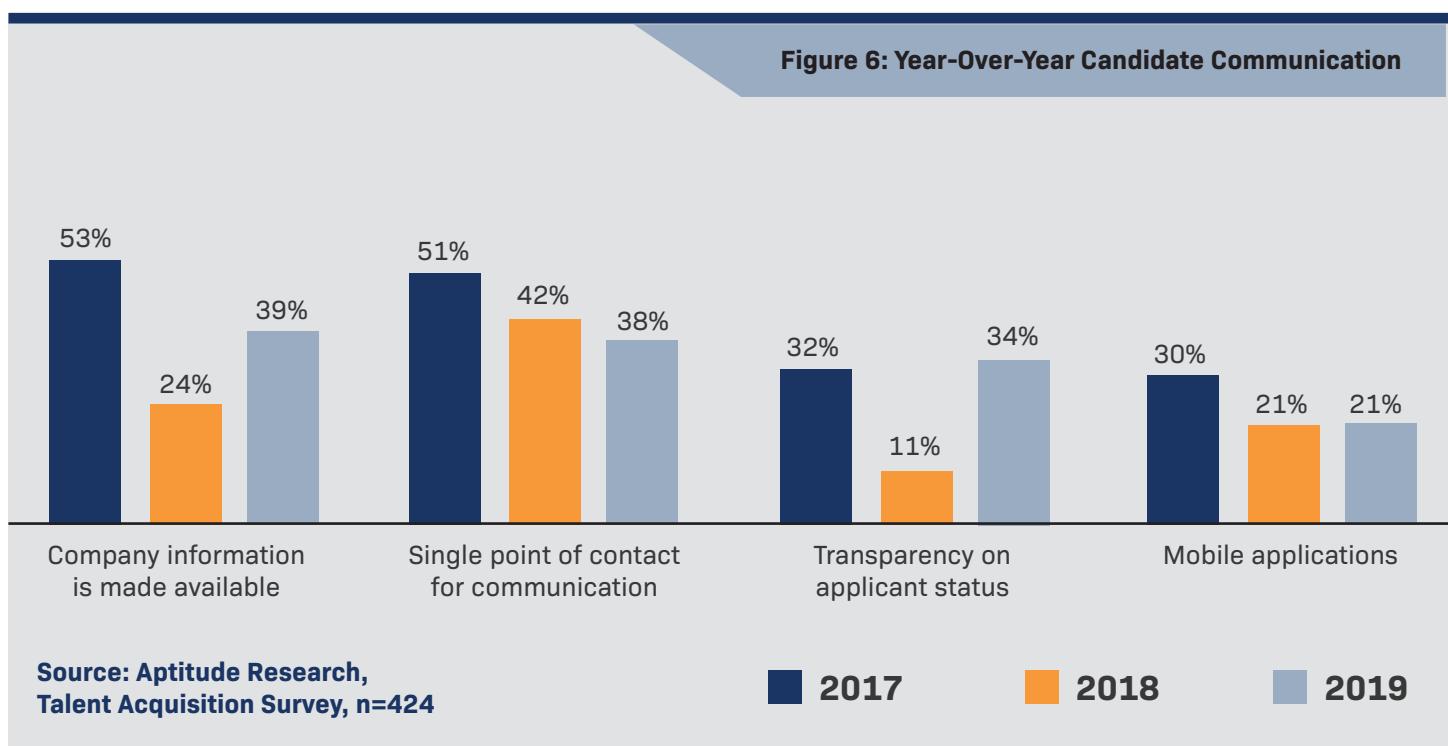
Candidate communication requires companies to provide information that is consistent, relevant and meaningful to candidates. Yet, many candidates are not receiving even the most basic of information, such as recommended interview and meeting times. Scheduling is one area that needs immediate attention for companies looking to improve communication. In Aptitude Research's 2019 Talent Acquisition survey, scheduling interviews was cited as one of the top challenges (see Figure 5). Candidates often wait weeks with countless back and forth emails when simply trying to schedule an interview. Talent acquisition professionals lack the consistency of the process, visibility into even their internal calendars and schedules, and access to hiring manager's availability.

Figure 5: Top Talent Acquisition Challenges



In addition to scheduling, companies also struggle with some basic areas of communication including providing a point of contact, and mobile applies process (see Figure 6). This current state of communication creates barriers to engaging with candidates and puts companies at risk for losing quality hires as well as top-performing recruiters on their teams.

Figure 6: Year-Over-Year Candidate Communication



Key Strategies:

To improve communication, companies need to change their mindset about the candidate experience and leverage several methods of communication. Organizations have several options when looking to have a more effective approach.

Key strategies include:

- **Consider Bots:** According to Aptitude Research, 12% of companies are leveraging bots to communicate with candidates. According to the CareerXroads Talent Acquisition Tech survey, 17% of companies are using chatbots, and one-third of those not using bots are considering investing in them. Chatbots can help provide consistent communication with candidates and hiring managers and ensure that time is being scheduled. Companies that use bots were twice as likely to fill positions in 2 weeks.
- **Invest in an Interview Management System:** Many companies that are looking to improve the interview process are evaluating interview management systems to handle everything from scheduling to tracking the progress of, and collecting feedback on, the interview process. Nearly 30% of companies are using interview management systems according to Aptitude Research.
- **Create a Standard Approach:** Talent acquisition leaders should consider a consistent approach to communicating with candidates. Consistency can come through automation or through tools that enable a better experience at each level within the recruiting workflow.

Technology Enablers

The top three technology and service providers that enable a better candidate experience and communication identified in the **CareerXroads Talent Acquisition Vendor indeX** include: The Talent Board, Montage, HireVue.



The Talent Board is a non-profit organization that helps companies benchmark and improve the candidate experience. It has created the standard in the market and recognizes leading organizations every year.

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HireVue empowers enterprises to find better candidates faster and deliver a better candidate experience with a comprehensive assessments platform powered by on-demand video interviews, game-based challenges, and validated AI, alongside scheduling automation.

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Montage®

Montage provides scheduling and communication solutions through an interview management platform. It helps enterprise and global enterprise organizations create a simple process for candidates from interviewing to onboarding.

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Case Study

Telecommunications

A leading telecommunications company with over 90,000 employees, faced challenges filling critical roles. With 30% of its sales roles comprised of door-to-door sales, candidate communication is critical to filling these jobs. The company needed to improve the way it engaged with talent while also helping recruiters and hiring managers to save time.

Multiple tools are used to improve communication including Brazen for online events, TextRecruit for chat, and a CRM for email campaigns. Through Brazen, the

company can engage multiple candidates at one time. Brazen helps them market the events and candidates receive the relevant information to determine what job is the best fit.

Since implementing Brazen, 15-20% of chats turn into hires. Improvements have also been seen in managing the volume of applicants and identifying better quality applicants. Below is an image that reveals how candidates are engaged through Brazen.

Figure 7: Process for Engaging Candidates

1

Log In & Complete Your Profile

Online from any device



2

Engage in Conversations with candidate on the day of your chat event



3

Follow-up & Hire the best talent, quickly



RECRUITMENT MARKETING

With some companies spending more than \$3 million on recruitment marketing initiatives, it is identified as one of the top areas of investment in 2019. This section of the report will provide some understanding of the current state of recruitment marketing, potential strategies companies should consider when resolving challenges, and the technology solutions available in the market.

Current State:

Although it is one of the most exciting areas of talent acquisition technology, evaluating recruitment marketing providers can be confusing, complex, and overwhelming. Organizations are looking at these solutions based on countless different needs. Some companies want a solution to support their career sites. Some companies want a true CRM. And, some companies are not sure what they want. Understanding what these solutions offer is a critical step in selecting the right provider. A recruitment marketing platform includes CRM capabilities, analytics, career sites, events management, talent communities, campaign management, SEO and job distribution (Figure 8).

Talent Acquisition Platforms

Figure 8: Recruitment Marketing Platforms



Capabilities



Over the past year, many providers have enhanced their capabilities, secured new rounds of investment, created additional and new service offerings, and acquired large global customers. It has certainly been a year of change, but some of the confusion around what these solutions do and the value they bring continues to be a constant challenge for recruiting technology leaders and decision makers. When asked what is important when evaluating recruitment marketing providers, companies stated capabilities above all else (see Figure 9).

Figure 9: Key Criteria for Evaluating Recruitment Marketing Providers



Source: Aptitude Research, Talent Acquisition Survey, n=424

The recruitment marketing platforms present several challenges to organizations — the first of those being adoption. **Only 2% of companies are using all of the capabilities in their recruitment marketing platform, according to Aptitude Research's 2019 Talent Acquisition survey.**

These solutions are incredibly complex, and many talent acquisition practitioners do not have the right training to maximize the value of these solutions. The second challenge is the staying power of these providers. CXR speculates that many of the stand-alone recruitment service and system providers are actively jockeying to get acquired or become part of significant mergers with larger more established solutions in the marketplace over the next year.

Key Strategies:

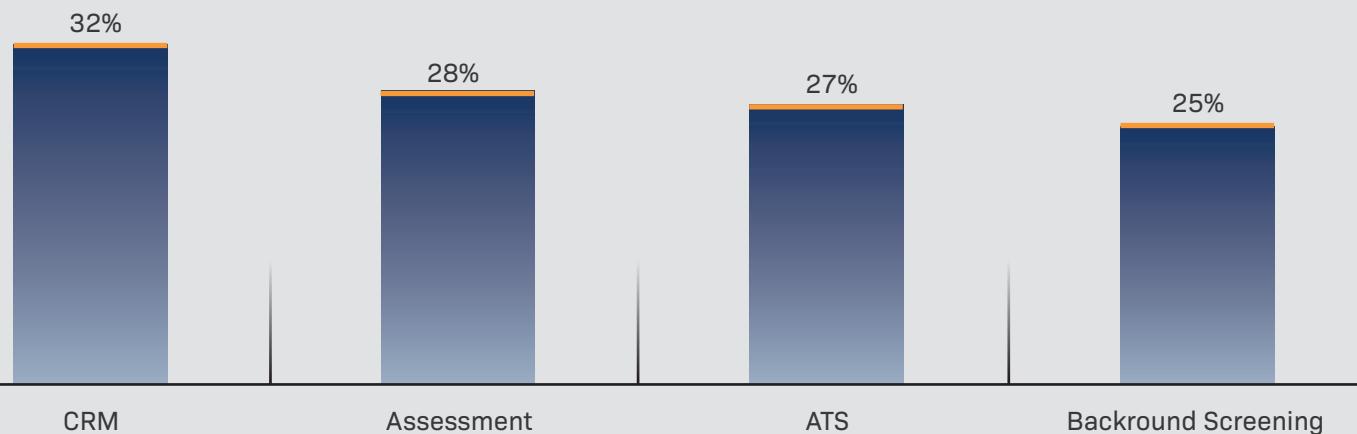
As organizations look to increase their adoption and demonstrate the ROI of their recruitment marketing investment, it is important to understand the key trends influencing the market. Below are three key strategies to consider when evaluating recruitment marketing providers.

- **Look at Your Existing Providers:** Investing in recruitment marketing does not necessarily mean finding a new budget. In many cases, it means replacing ineffective solutions. Companies should look at existing solutions and determine what is

not providing value before building a business case for investing in a new product. In many cases, companies that invest in recruitment marketing are reducing or replacing their spend on sourcing solutions and advertising agencies.

- **Consider a Provider's Staying Power:** Evaluating providers based on their staying power in the market is an important first step. Companies should consider the leadership team, product roadmap (future, past, present, as well as regularity and speed of iterations), and key differentiators when evaluating these potential partners. According to Aptitude Research 2019 survey, recruitment marketing and CRM's are the biggest areas of technology replacement in 2019.
- **Plan for Adoption:** Companies all too often do not accurately foresee challenges with the adoption and integration of recruitment marketing platforms within their ecosystem and culture. Understanding what resources, tools, and training will be needed is a critical step in investing in these solutions. Failure to take adoption and change management issues seriously up front can make or break every aspect ranging from basic candidate experience concerns to internal adoption and downstream analytics for broader decision making.

Figure 10: Top Areas of Recruitment Technology Replacement in 2019



Source: Aptitude Research, Talent Acquisition Survey, n=424

Technology Enablers

The top three recruitment marketing providers in the **CareerXroads Talent Acquisition Vendor index** include Jibe, Universum, LinkedIn Insights.



Founded as a mobile apply the solution, Jibe has evolved its product to include recruitment marketing capabilities including job distribution, career sites, campaigns, and analytics.

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universum

Universum is a global provider that focuses on employer branding and recruitment marketing. It serves over 2000 customers across the globe including many of the Fortune 500.

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To expand its talent portfolio, LinkedIn launched LinkedIn Insights to give companies direct access to real-time data on talent pools and companies around the world.

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A global talent acquisition provider, Avature offers both a CRM and ATS and serves enterprise organizations.

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beamery

A global provider with significant growth and customer acquisitions over the past year, Beamery offers robust recruitment marketing and CRM capabilities.

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Talemetry differentiators include a strong product and global support. In February 2019, K1 announced its investment in Jobvite and acquisitions of Talemetry, Rolepoint, and Canvas.

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Case Study

GE Appliances

One of GE Appliances' top talent acquisition priorities in 2018 was enhancing the candidate experience. It needed greater insights into the candidate's journey including how candidates found them and the overall application experience.

GE Appliances utilized its partnership with Phenom People to understand better its candidate attraction elements as well as candidate application analytics (i.e., applications completed, time spent on the

apply process, etc.) and to personalize the candidate experience with AI on its website. The talent acquisition team quickly realized part of the story was missing. Needing more intelligence about the candidate journey and activity across their existing HR systems, GE Appliances also invested in a relationship with Talentegy, an analytics and survey platform, to capture candidate data and feedback. The following is a snapshot of a candidate feedback survey that helps to capture the candidate experience.

GE Appliances - External New Hire

Figure 11: GE Appliances New Hire Survey

A MESSAGE FROM
GE APPLIANCES
a Haier company

Talent Acquisition

Once again, Welcome Home!

If you are receiving this survey, you have recently completed our onboarding process. As a result, you are in a unique position to provide us valuable feedback to help us improve both our processes and candidate experience.

Please take a few moments to answer the questions in this survey.

Next

"We've had great success from our partnerships with Phenom (candidate experience) and Talentegy (candidate engagement). Overall candidate experience has been enhanced, and the apply rate has improved over 50%,"

- noted GE Appliances' Global Talent Acquisition Leader, Shelia Gray.

ASSESSMENTS

The assessment market has experienced a tremendous uptick over the past year. Companies want solutions to enable data-driven decisions. Today, companies are using a combination of skills assessments, personality assessments, and behavioral assessments to identify quality talent. This section will outline the shift in the assessment market, strategies to consider, and providers leading the way.

Current State:

Companies are increasing their investment in pre-hire assessments. In fact, according to Aptitude Research's 2018 Assessment study, 71% of companies are leveraging at least one assessment provider, and 57% of these companies are using two or more providers. This uptick in assessments is driven by the need for more science and less bias in the talent acquisition process. With the shortage of talent and the need to better align talent and business objectives, organizations want solutions that will offer accurate and timely data on

candidates. When used correctly, assessments can provide tremendous value in helping organizations use data to make better decisions around talent. According to Aptitude Research's 2018 Hire, Engage, Retain study, 30% of companies believe that assessments have the greatest impact on the quality of hire.

Yet, as the demand for assessments increases, the innovation in this market has remained stagnant. Only 25% of companies in Aptitude's 2018 Hire, Engage, Retain study is considering a mobile assessment solution. Companies still face many of the same challenges with providers, products, and pricing that they faced years ago. The result is that assessments continue to frustrate recruiters, hiring managers, and candidates. In recent interviews Aptitude conducted this year, most companies believe that assessments are much too long, not predictive enough, and not candidate-friendly. Unfortunately, many of these companies do not recognize that they have better options because of the sluggish level of innovation in this particular space.

Figure 12: Shifts in the Assessment Market



PAPER-BASED ASSESSMENTS

- Required experts to collect and interpret data
- Executive and leadership positions



ONLINE ASSESSMENTS

- Automate pre-hire assessments with timely feedback and cost-effective solutions
- All job levels



INTEGRATED ASSESSMENTS

- Integrate assessments into other areas of talent management
- Pre and post-hire assessments from the same provider



PREDICTIVE & ENGAGING ASSESSMENTS

- Predict performance and use data to make decisions about quality of hire
- Shorter and more engaging assessment for a better experience

Key Strategies:

As organizations increase their investments in the assessment market, below are several key strategies to consider when evaluating assessments.

- **Predictive Assessments:** It is difficult to discuss assessments without talking about the role of predictive analytics. In fact, some providers are even abandoning the term “assessment” and marketing their solution as “predictive selection.” The reason that predictive analytics play a role in assessments is that organizations want the ability to make better decisions about the talent they are bringing into the company and also, to ensure that individuals will be likely to perform and contribute to overall business success. The challenge is that many providers are using the term predictive when they are passively collecting data from just a single data source.

- **AI-based assessments:** It is hard to talk about any HR technology trend without addressing the role AI plays in decision-making. For assessments, companies interviewed for this study said that they were interested in how assessment providers could provide more intelligent data for predicting performance and quality. Several companies were also interested in the idea of integrating chatbots to communicate with candidates, conduct basic screening and matching tasks, and ultimately schedule assessments or interviews.
- **Game-based Assessments:** According to Aptitude Research's 2019 Talent Acquisition survey, 30% of companies are considering game-based assessments. A more modern and candidate-friendly assessment can help companies that are looking to improve the candidate experience and retain candidates that may not want to complete a lengthy questionnaire.

Technology Enablers

The top three technology and service providers for assessments reviewed by **CareerXroads Talent Acquisition Vendor index** include Korn Ferry / Futurestep, Hogan, and HireVue.



Through several acquisitions of assessment providers over the years, Korn Ferry provides assessment and succession solutions to help organizations with a clear understanding of the talent they need, the talent they have, and how to close the gaps.

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Grounded in more than three decades of validated research, Hogan assessments was one of the first providers to scientifically measure personality for business.

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HireVue is known for video interviewing and now offers a comprehensive assessments platform that includes game-based assessments and uses validated IO psychology and data science for AI-powered assessments.

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Case Study

CVS

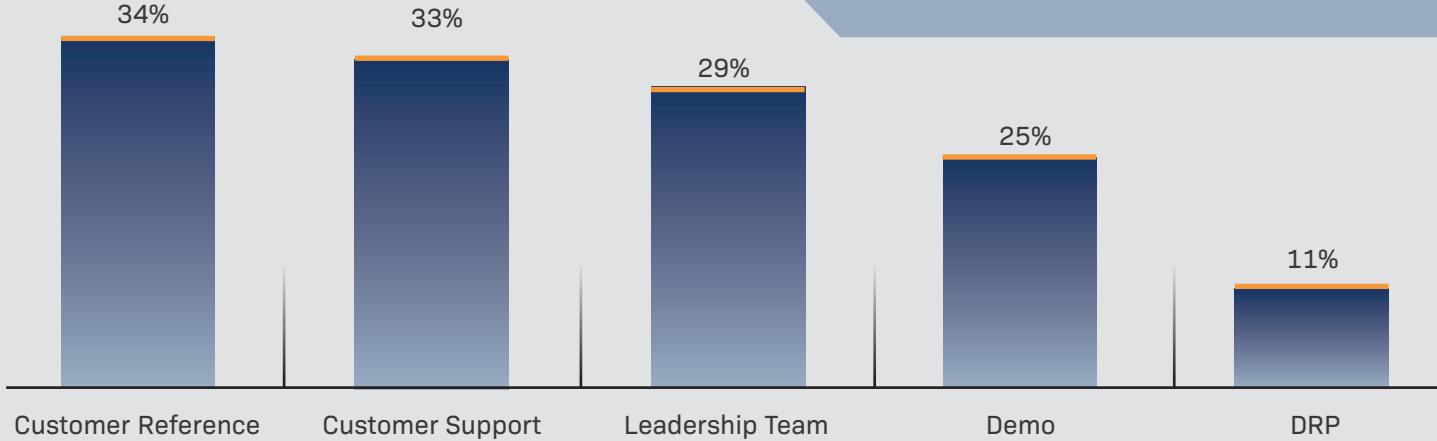
CVS Health, headquartered in Woonsocket, Rhode Island is ranked as the 7th largest corporation by FY2017 revenues in Fortune 500. The recent combination of CVS Health and Aetna was a transformative moment for the company and the industry, establishing CVS Health as the nation's premier health innovation company. Through its health services, plans, and community pharmacies, CVS Health is pioneering a bold new approach to total health. Making it simple, accessible, and more affordable, to not only help people get well, but help them stay well in body, mind, and spirit. It offers a diverse work experience that empowers colleagues for career success. In addition to skills and experience, it also seeks to attract and retain colleagues

whose beliefs and behaviors are in alignment with their core values of collaboration, innovation, caring, integrity and accountability. It has excelled in its talent acquisition efforts through exceptional leadership, strategic processes and the adoption of world-class technology. Assessing talent is a strategic part of their talent acquisition strategy. It is currently assessing nearly 70,000 candidates each year and are strategically thinking about integrating its assessments with chatbots and other AI-driven solutions. Shaker's Virtual Job Tryout (VJT) allows candidates to get a realistic preview of the job before they join and allows CVS Health to determine if the candidate has the right skills needed to perform on the job.

Strategic Partnerships

Evaluating talent acquisition technology is no longer just about price and capabilities. Leading companies are investing in partners instead of providers. Partnering with a vendor helps companies stay ahead of the change curve and can often provide a more customized solution. As a result, customer support was cited as the top criteria that companies use to evaluate talent acquisition providers (see Figure 13). When evaluating providers, companies should think about three major differentiators: company background, product background, and key differentiators.

Figure 13: Key Criteria for Selecting a TA Vendor



"Worth noting is that the quality of the team within a vendor or agency that is assigned to your project or work is equally, if not more, important than the technology itself. A support arm that is spread way too thin among other customers or that has poor communication and follow up can be a very costly mistake - both in time and those hard to come by dollars in a challenged TA budget." - Chris Hoyt, CXR

Company Background:

The information included in the company background examines the history of the company, the leadership, the employees and the customers. The company background helps customers and prospects get an understanding of the provider, the culture, priorities and financial viability. Currently, only 43% of companies view their vendors as a true partner according to Aptitude Research's 2019 Talent Acquisition survey. Similar to any relationship, companies must understand who the provider is and what their passions and culture says about them to form a true partnership.

Product Background:

The information included in the product background examines what products the provider offers, delivery model (SaaS or On-Premise), release schedule (how many times a year is there a new release), data centers, languages, and any services provided. Companies should understand what products and product suites are offered by their vendors of choice. Most providers go to market with either a talent acquisition suite, talent management suite, or ERP. It is not always clear what is included or what they are offering. This section provides clarity around the product suite. Each profile includes a highlighted landscape of what is included from the provider.

Key Differentiators:

Too often, analysis of a technology market focuses on product capabilities and ignores all the other factors that comprise a strong relationship between vendor and customer. As a result, only 39% of companies would recommend their provider to colleagues and peers according to Aptitude Research. Leaders should understand differentiators across the entire customer journey from the first conversation to any ongoing support. In a highly commoditized market, finding what sets one provider apart from another is not always easy.

Conclusion

In a crowded market, identifying the right technology partner is becoming more challenging. With new providers entering the market and traditional providers looking to reinvent themselves, making decisions around technology is confusing. Several of the key trends influencing talent acquisition technology today includes automation, candidate communication, recruitment marketing, and assessments. Companies will achieve success if they identify their unique requirements and find solution providers that are willing to work with them to address those challenges. It is easy to get excited by bells and whistles, but the true value in a technology investment comes from the relationship with the solution provider, prioritized levels of clear and ongoing communication, and the ability of both sides of the equation to be flexible through the process and into the partnership. Today's leading talent acquisition professionals are becoming smarter about the changing technology landscape and becoming internal champions for the solutions that will deliver results and drive success.



About CareerXroads

CXR is the premier talent community. A vetted, peer-to-peer group of talent acquisition and talent management professionals dedicated to sharing competitive strategies, helping one another, and raising standards for the recruiting and HR professions at large. Our mission is to help talent professionals from around the world innovate, collaborate and lead.

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About Aptitude Research

Aptitude Research Partners is a research-based analyst, and advisory firm focused on HCM technology. We conduct quantitative and qualitative research on all aspects of Human Capital Management to better understand the skills, capabilities, technology, and underlying strategies required to deliver business results in today's complex work environment.

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Appendix: Solution Provider Evaluation Toolkit

When investing in a talent acquisition technology provider, companies should consider four major factors: company background, product background, key differentiators and product capabilities. This appendix includes questions that can be used during the consideration and review process. It also includes sample RFIs to be used when evaluating providers for scheduling, assessments and recruitment marketing.

Company Background Evaluation Questions

- What is the heritage of this provider? Is the heritage in talent acquisition or another industry?
- What year was this provider founded?
- What is the provider's revenue? Has this company experienced growth in the past few years?
- How much investment has this provider taken over the past few years?
- What mergers and acquisitions have this provider had to date? What mergers or acquisitions are planned for the future?
- What is the company culture and leadership style of this provider?
- How much turnover has this provider experienced on its leadership team? Sales team? Research team?
- Is the leadership team diverse?
- Has this provider acquired significant customers in the past year?
- What is the average size of this provider's customer?
- What industries does this provider serve?

Product Background Evaluation Questions

- What products does this provider offer (including products outside of talent acquisition)?
- How many major or minor releases are scheduled each year?
- What percentage of the employees at this provider are focused on product development?
- What is the development technology?
- Does this provider offer an open API?
- How many languages are supported?
- Does this provider integrate with an existing tech stack?
- How long does implementation take?
- What services are available and what do these services cost (training, implementation, customer support)?
- Does this provider offer a dedicated customer support representative?
- How many customers are currently live on this product?
- Does this provider comply with DOE, federal, state and local regulations?
- Does this provider provide access to all modules with a single login?
- Does this provider have the ability to restrict data access by role, IP or report?
- Is this provider SOC 2 Type II Certified?
- Does this provider have a back-up of all customer data?
- Does this provider document the backup process?
- What is the product roadmap for the next quarter? Year?

Key Differentiators

- What are the top product and company differentiators?
- What has changed at this provider over the past year?
- What deals has this provider won over its competitors in the past year and why did it win those deals?
- What are the opportunities for growth?

Scheduling Technology

Scheduling

- Do you have the ability to work with multiple parties to schedule a group interview?
- What types of interviews can the platform schedule? (For example, back-to-back interviews, panel interviews, phone screens)
- How are recruiters notified when a candidate chooses a time to interview?
- How often can recruiters update their availability?
- Can the scheduling platform be accessed anywhere/any time?
- Can recruiters set restrictions on how many interviews are scheduled per day?
- Please describe any other tools which can be integrated into the solution, such as screening assessments, chatbots, or video interviews.
- Can users set parameters on the amount of notice required for a candidate to cancel/reschedule an interview?

Recruiter Experience

- Please describe the process and experience for recruiters/recruiting coordinators engaging with your technology.
- How much training would be needed by hiring managers, recruiters and recruiting coordinators?
- How is this training delivered?
- How do you measure quality of service and client satisfaction?
- What are your procedures for problem escalation and resolution?

Candidate Experience

- Please describe the process and experience for candidates engaging with your technology.
- Please describe how candidates are prioritized for scheduling times (first come, first serve; recruiter preference, etc.)
- Does the software send automated reminders to the candidate about the upcoming interview?
- If so, how many reminders are sent and when? Can these settings be customized?
- Can the candidate export the interview meeting maker to a personal calendar?

Recruitment Marketing/CRM

Career Pages

- Can we add text, video, or images to the page?
- Can we add team member images, positions, and links to a social account?
- Can we add links to navigate candidates to other pages or sites?
- Can we add location maps of employer office?
- Can we add job listing to the pages?
- Can we add animated job benefits to the page?
- Can we add job descriptions to the page?
- Can we edit, the way blocks of content, appear on the page?
- Can we preview and optimize the page content to be able to view by both PC and mobile phone?
- Can we preview the current page before publishing?
- Does the system automatically sync new jobs added to the ATS and generate job description pages from templates?

Career Pages

(Continued)

- Can we copy an existing page when building a new page that looks similar?
- Can we customize the page URL?
- Can we link the page to a job for distribution and use of the job, benefits and apply CTA blocks?
- Does the system include a thumbnail gallery of all images?
- Does the system have the following capabilities: Enhance, Effects, Frames & Stickers, Crop, Resize & Rotate, Adjustments, Focus, Splash & Meme, Draw & Text, Cosmetic Tools?
- Can we sort images by popularity?
- Can we import images from Instagram by channel or hashtag?
- Can we create page templates for future uses and automate job description pages?
- Will the system help us understand which content elements on a page are getting interacted with and how long candidates are spending on the individual items as distinct to the overall page dwell time?
- Can we view the number of views on each page?
- Will the system help us understand at an aggregate level if all elements of a page are being seen?
- Can we view all candidates browsing the location?
- Can we identify the source of the traffic to the pages?
- Can we export report data as a CSV for external manipulation or analysis?
- Can we create a multistep automated workflow to email a candidate a sequence of emails?
- Does the system import/synchronize jobs with the ATS?
- Does the system allow us to search all jobs?
- Do jobs post automatically to job boards and job aggregators (Indeed, Recruit.net, Glassdoor, etc.)?

Advertising

- Does the system integrate with third-party sites?
- Does XML feed of all jobs for integration with websites/third parties?
- Can we connect our account to social media for automated posting?

Social Posting

- Can we schedule promotion of a page to a social network?
- Can we automatically tag pages?

Campaign Management

- Can we start building a page from scratch?
- Can we create auto-generated page content to promote recruitment events?
- Can we create auto-generated page content that allows candidates to download marketing content?
- Can we create an auto-generated page content that is only available for internal employees?
- Can we view a candidate's profile?

CRM

- Are candidates manually added/removed by users and workflows?
- Does the system search candidates on Google and LinkedIn?
- Does the system track the candidates' engagement levels?
- Can we track and store all candidates engagement and visit history?
- Can we filter candidates timeline to view specific activities?
- Can we search candidates' pool using multiple criteria?
- Do we have visibility of all candidates' job applications?
- Does the system allow for user's notes on candidates' profile?
- Does the system allow users to tag candidates for future search?
- Can we import and export candidates lists?
- Can we post candidates information back to ATS, automatically add candidates into the different list when met the criteria, etc.?
- Can we automatically build a talent network pool using form builder and workflow?
- Does the system allow for candidate pipelines for all jobs?
- Can we send emails to any candidates from their profile?
- Can we send bulk emails?
- Does the system include email and message templates available to use with the candidate's communication and workflow?
- Can we create message templates to save time sending similar messages to candidates and to use with recruiting automation?
- Can we track all emails are sending to candidates whether the email gets opened, delivered or see if the candidates unsubscribe from the mailing list?
- Can we see candidates' email delivery status and open status?
- Can we see candidates' application completed status feeding back from the ATS?
- Does the system have the ability to blacklist candidates from jobs pipeline or all pipelines?

System

- Can we upload the company logo?
- Can we set the appropriate time zone for the company?
- Can we set the company country location?
- Can we add the company address and social links?

Assessments

Platform

- What is your platform's job simulation capabilities?
- What is your platform's solution for audio or video interviewing/screening, if available?
- Are there any other skills and abilities your platform can assess?
- How can your platform be used to assess leaders and executives?
- How can your platform be used to support career development, career pathing, and individual employee development?
- How your platform can be used to assess team dynamics?

Profiles

- Is there a library of standard profiles, or are profiles built/calibrated individually for each client?
- What is the calibration/profile-building process: documents and inputs required, usual timeline and level of effort on the client side?
- What are the outcomes to which your assessments are calibrated (e.g., performance across one or multiple metrics, attrition, etc.)?
- Who in your organization reviews, analyzes, and validates profiles and expected outcomes (i.e., Industrial-Organizational Psychologists)?
- What is the level of profile segmentation you usually recommend. For example single, global profiles for each job family vs. country-specific profiles by role or something in-between?
- What is your view on the importance of the candidate experience to the assessment process? How does this manifest in your current process?
- Do you collect data from candidates on their experience with the assessment?
- How often you gather information from candidates on their experience?
- Does the candidate data you have collected (if any) varies depending on how well the candidate scored on the assessment?
- Does the candidate data you have collected (if any) varies depending on whether the candidate was ultimately hired?
- What is the average time of the assessment process for a candidate applying to a high-volume, entry-level role?
- What is the level of effort required by the candidate to complete the assessment?
- What measures you have in place to track candidate progression through the assessment, including common abandonment points>
- What measures used to prompt candidates to return/continue if they abandon the assessment before completing?
- Do you have completion prompts are configured for multiple languages?

Candidate Experience

- What is the frequency you recommend a candidate retake the assessment?
- What is the functionality you have to support prompting candidates to reassess when their results have expired?
- Re-assessment steps/procedure in a modular solution. If candidates re-assess (for example, for a new role), are they required to re-take all assessments? Or just the modules they have not yet completed?
- Any possibility to combine assessment modules/solutions (i.e., directing candidates to a single link or workflow even if they need to access multiple modules/solutions to assess for a given role)?
- Does the information that the candidate has to input other than responses to the assessment? If so, what fields will be auto-populated using information from the ATS?
- What is the performance of your assessments on mobile devices?
- Any assessments (such as typing tests) which are not recommended for mobile devices?
- What is the way you manage the hand-off if candidates have to move from mobile to desktop?
- How are results displayed in the ATS?
- How are scores provided (i.e., scores only at the overall profile level and for individual skills)?
- What is the score format (i.e. numerical scores, red-yellow-green, etc.)?
- Any aspect of the assessment results that a recruiter would need to log into your platform to see?

Feedback

- What is the feedback recruiters receive about candidate results?
- What is the feedback hiring managers receive about candidate results?
- What is your support to users in interpreting the assessment results?
- How do you monitor the performance of your tools for clients, and how that information is used to improve your solution over time?
- Any technical features that you have created to provide greater efficiency for your clients?
- What is the validation evidence you have to support your assessments?
- What is the validation support you have for pre-existing profiles? Are test manuals and validity studies available?
- What is the timeframe from applicant interface to results received by the end user (recruiter, hiring manager, etc.)?
- Branding view for the candidate. Will they recognize that they have entered your platform for the assessment, or is the branding seamless?

Reporting

- Results field reportable in your platform?
- Access or restraints we would have to database information (for internal ad-hoc reporting)?
- Are there any query tools used by your solution?
- Do you have the ability to save/copy/modify/reuse report queries?
- Do you have the ability to roll up reports to the geographic and global level?