

CANDIDATE EXPERIENCE (CX)

A PROVEN WAY
TO CONVERT
YOUR TALENT
PIPELINE



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The last decade has witnessed many profound changes in the HR world. Technology has been the driving force behind this transformation. The global pandemic has truly revolutionized where and how work is done. This also brings along new challenges for enterprise recruitment teams. They need to leverage technological innovations to overcome these hurdles.

The area of HR technology looks promising. With remote working and virtual onboarding becoming the new normal, HR technology is all set to establish its ground. Technology must smoothly integrate into the daily work routine from the first point of contact with a possible employee, ultimately allowing the employee to enhance productivity in a digital workplace.

Changing Marketplace Trends

- Agile Recruitment Processes in Sync with Market Conditions**
- Need for a Seamless Candidate Experience (CX) at Every Touchpoint**
- Mobile-first Approach, Expectations of a Consumer-Grade Experience from Workplace Applications**
- Need to Invest in an Employer Brand to Attract Right-Fit Talent**
- Diversity, Equity, Inclusivity & Belonging (DEIB) Focused Hiring**
- Reduced Recruiting Budgets**
- Focus on Productivity**
- Evolution of HR as a Strategic Business Partner**

1 Agile Recruitment Processes in Sync with Market Conditions
Due to the rapid evolution of roles, business leaders are unsure of whom to hire today, let alone tomorrow. HR teams need more effective methods for developing talent acquisition strategies that are sensitive to ever-changing business needs.

2 Need for a Seamless Candidate Experience (CX) at Every Touchpoint
86% of organizations adapted to virtual interviews to hire during COVID-19 necessitating the need for a positive candidate experience delivered digitally. Organizations should focus on creating 'moments that matter'. As they map out the candidate journey, it's important to consider every touchpoint, as they accumulate to fuel either a positive or negative employer brand and employee value proposition – two essential elements companies can't afford to undervalue right now.

3 Mobile-first Approach, Expectations of a Consumer-Grade Experience from Workplace Applications
Millennials are projected to form 75% of the workforce by 2025. One of the keys to success in becoming an appealing, viable employer for candidates is to develop attractive tech environments that keep them engaged during the hiring process. The adoption of chatbots, mobile applications, text messaging, and more can help you create tech-driven engaging environments.

4 Need to Invest in an Employer Brand to Attract Right-Fit Talent
75% of job seekers evaluate your brand before even applying for a job. Organizations must be conscious of their reputation at a time when the workforce and workplaces are being redefined, and talent is frequently switching jobs. In order to attract and retain the best talent, organizations are now investing in a strong Employer Branding strategy.

5 Diversity, Equity, Inclusivity & Belonging (DEIB) Focused Hiring
Candidates today are looking for organizations that have a good track record of diversity and inclusion. Diversity, equity, inclusion, and belonging (DEIB) work together to build workplaces where people from all backgrounds can thrive and work together in harmony. Candidates prioritize a diverse leadership team, a stance on social justice issues and strong employee culture. DEIB is proving to be an integral part of recruiting strategy for organizations looking to build a work culture where each employee feels safe, secure, and valued.

6

Reduced Recruiting Budgets

The economic repercussions of the Pandemic have had a significant impact on how recruiters function, particularly in terms of recruitment budget allocation. The 2021 Gartner HR Budget and Staffing Survey, shows over one-third (34%) of HR leaders plan to decrease the HR function budgets this year. That's twice as many as in 2020 when only 17% expected their HR function budget to decrease. Recruiting is the main focus area when it comes to decreasing budgets in 2021, with 30% of organizations agreeing they will reduce these expenses. This is partly driven by increasing process standardization and automation in the recruiting process.

7

Focus on Productivity

Fluctuating customer demands have fuelled business volatility, driving organisations to incur huge losses. To increase profitability, it's essential for organisations to focus on Productivity. A Gartner research states that a "diverse" workforce improves employee performance by 12%. No wonder, there is a strong focus on Diversity, Equity, Inclusivity & Belonging (DEIB) at the workplace, more now than ever before. As the world becomes increasingly digital, automation takes care of the repetitive, time-consuming tasks, while HR teams can focus on high-value roles.

8

Evolution of HR as a Strategic Business Partner

The role of HR as a strategic partner is to develop and direct an HR agenda that supports and drives the overarching goals of the organization. In other words, a strategic HR partner bridges the gap between the HR team's work on the ground and the mission of the C-suite. To achieve this, strategic HR partners make sure that the HR policy, procedures, and governance align with the bigger picture. A strategic HR partner operates as a:

- **Strategic advisor**
- **Problem solver**
- **Mentor and coach**
- **Independent leader**

As there is now an increased focus on providing a positive Candidate Experience (CX), it's high time we talk about what it is and understand its importance.

What is CX? Why is it Important now?

Candidate Experience (CX) is best described as "every point of contact a candidate has or makes with a company during the recruitment process." It can be thought of in terms of seven components - Job Search, Job Application, Communication, Feedback, Interview, Onboarding, & Analysis. All these aspects collectively define and determine CX which ultimately determines the effectiveness of the recruitment process.

Benefits of Good CX



Provides a competitive advantage amongst the top-tier talent pool



Improved quality of hire



Reduced cost & time of hiring process.



Higher onboarding rate as candidates are more likely to accept the offer



Sets realistic expectations about the work culture



Positive experience builds loyalty & trust in an organisation.



Glassdoor users read at least 6 reviews before forming an opinion about a company & 70% of candidates read through company reviews before making career decisions. A survey by Talentegy shows that 69% of job seekers who had a negative experience would rarely or never apply again.

What does an End-to-End Seamless CX look like? The candidate experience is made up of many touchpoints, starting with the application process, and continuing through the hiring decision and beyond.

1

Touchpoint #1 - The Application Process

The application process should be fast and frictionless. Candidates begin their job quests on their smartphones. Your application must be optimized for both desktop and mobile devices to fit into today's mobile-first job market. Candidates should be informed about the estimated time required to complete the application process.

2

Touchpoint #2 - Application Sorting

Companies should respond to all applications, even if the response is only a brief automated message. Receiving a response honors the candidates' time spent applying, ensuring that many of them will consider applying for future available positions with the company.

3

Touchpoint #3 - Interview Scheduling

The interview scheduling process can feel tedious and chaotic if it turns into weeks of back-and-forth email trails with hiring managers. Companies that use recruiting chatbots to help with scheduling are more likely to improve the overall candidate experience. Conversational AI has the power to enable personalized candidate engagement 24/7.

4

Touchpoint #4 - The Interview

Use an automated scheduling system allowing candidates to set up an interview at their preferred time from the available slots. Candidates prefer on-demand interviews that can be taken anytime, anywhere.

5

Touchpoint #5 - Interview Follow-up

The final touchpoint of the candidate experience is interview follow-up. Quick responses minimize the frustration born out of waiting to hear back.

Challenges Faced by TA Teams in Meeting the Market Need for CX

Let's take a look at some of the common challenges that TA teams face:

Shortage of Talent due to COVID -19

The Pandemic has resulted in a severe shortage of talent in countries such as Singapore and Australia due to border restrictions and in countries such as the US and India due to heated market conditions.



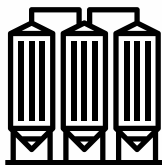
Decentralized Recruitment Process Leading to Cost Leakages

A decentralized recruitment process results in a disorganized & fragmented hiring process, with differing recruitment standards, procedures, and pay grades. Along with this, a lack of coordination across the board results in cost leakage. Moreover, the time spent on evaluating all applications and resolving repetitive queries makes the hiring process tiresome. The lack of comparative data on candidates to substantiate hiring decisions on transparency decentralizes the recruitment process.



Multiple Silos & Systems

Managers and employees regularly complain about the perplexing "maze" of functions and lack of responsibility when it comes to resolving a people-related issue.



Lack of a Data-driven Approach

Without better technology and all employee data available in a single system, recruiters will be hard-pressed to deliver the optimal headcount needed to deliver on business goals. Data-driven recruiting enables you to use tangible data to make better-informed hiring decisions and increase your quality of hire.



Hiring Bias due to Traditional Recruiting Methods

Companies often pride themselves on their workforce diversity. However, having recruiting biases can limit your talent acquisition goals during the hiring process. Everyone has internal biases, whether conscious or unconscious. Recruiters and hiring managers need to overcome their hidden biases to build talented and diverse teams.



Challenges Faced by TA Teams in Meeting the Market Need for CX

Let's take a look at some of the common challenges that TA teams face:

Resistance to Reviewing the Existing Process.

One of the most baffling problems that business executives face is employee resistance to change. The key here is to understand the true nature of resistance. Employees resist the social change that is generally accompanied with technical change.



Disjointed CX Arising due to Lack of Integration in Tools

When you integrate intelligent remote interviewing tools into your hiring process, it's easy for hiring managers in all departments and locations to replicate the same experience for each candidate, ensuring consistency and a seamless CX.



Lack of Candidate Persona Mapping for a Targeted Approach

Nearly 60% of candidates have a negative experience, and it's often down to the lack of thought being applied to the candidate journey. Building a candidate persona can help you offer better experience throughout the candidate journey. Every time you connect with a candidate, you have an opportunity to build relationships and increase their brand loyalty. Candidate personas are a representation of an ideal candidate for a vacancy and they help you -

- Get a deeper understanding of requirements from various stakeholders
- Devise your sourcing strategy to target the right candidates
- Create recruitment collaterals (job description, application forms, introductory material, emails) to get more fit-for-the-job applicants



How impress.ai can Help Overcome and Address these Challenges?



Overcome the Biases

- Hiding Biasing Information:** impress.ai platform's Bias Filter hides potentially biasing information like name, picture, and email at the shortlisting step. Shortlisting process is auditable through the analytics dashboard and can alert management to shortlisting done with Bias Filter off.
- Skills based screening:** impress.ai platform enables recruiters to build automated workflows that evaluate candidates based on the skills required for the job.
- Control over algorithms** - impress.ai platform gives the ability to the employer to "supervise" the learning algorithms and allows use of rules-based + machine learning based AI so that bias is mitigated.



Create Personas for Better Outcomes Candidate and chatbot persona reflect the brand and the target audience. Candidate personas and the chatbot style can vary according to the demographics.



Constructive Feedback and its Importance: Applicants are 4x more likely to consider an organization for future opportunities when they receive constructive feedback. The impress.ai platform can provide and disseminate the result of the application to candidates promptly ensuring a complete candidate experience.



Engage and Brand your Organization Simultaneously: impress.ai enables you to design an online assessment experience tailored to your organization that will help the applicants learn more about your organization while providing you with valuable data about them. Promote your brand and introduce company culture through the application process.



Delivering a Consistent Experience: In a large organisation, maintaining consistency is difficult. Impress.ai offers a structured process that is less susceptible to human error. Impress.ai provides pre-designed templates/snippets to make this repeatable.

BENEFITS AND OUTCOMES AFTER ADOPTING IMPRESS.AI

- Reduced turnaround time & Enhanced CX



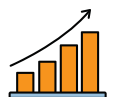
- Integrated experiences further enhance CX



- Accuracy, Consistency, Efficiency



- Analytics and insights to stay up-to-date



Case Study 1: impress.ai's virtual recruiter enhances productivity & efficiency for a leading Asian retail bank

Problem

A leading Asian retail bank's talent acquisition processes were out of sync with its digital and competitive aspirations. The recruitment process was time-consuming, ineffective and delivered a poor candidate experience.

Situation Analysis and Solution

The team realised they needed to harness technology to increase accuracy and find the best candidates in a **10,000** strong pool. Earlier, the recruiter would invite them to a third party assessment provider, Predictive Index. Upon meeting the criteria in the behavior test, the candidates would appear for a cognitive test. Post this, interview calls were scheduled. This entire process required multiple emails sent out from Taleo and Predictive Index. The recruiter had to switch between platforms during the hiring process.

With impress.ai platform, the **7** day hiring process was brought down to **32** minutes. The platform served as a single stop for candidates and the recruiter. Introduction of automated recovery mechanism for emergencies and customized bots reflected well on the company's brand.

Impact

Powered by impress.ai, the bank's virtual recruiter reduced the hiring time by **75%**, saved up to **40** staff hours each month, and delivered a winning candidate experience, resulting in **880+** successful hires across Asia. By adopting an AI-powered workflow, the client could screen large candidate pools efficiently, allowing the team to focus on higher-value activities, reducing candidate dropout rates, and increasing the quality of hires.

Case Study 2: Singapore Government Agency saves time and money with impress.ai

Problem

A Singapore Government Agency was struggling to streamline their recruitment process and find a better way to free up their resources and identify the best candidates. The client's talent acquisition team had to screen all the incoming resumes and review if the candidate meets the criteria for the role. They were wasting more time in answering commonly-asked questions.

Situation Analysis and Solution

Impress.ai delivered an enhanced workflow that automated the client's branding, pre-screening, written assessments and video interviews. A custom resume parsing tool was applied which converted candidates' PDF resumes into structured data within the system and making the information available at fingertips. The pre-screening process checks whether an applicant meets the criteria for the role, post which they move on to the written assessment were also conducted. If they didn't fit the criteria, they were filtered through to a hiring page to explore other opportunities with the government agency. Once pre-screened applicants uploaded their written assessment, a custom-designed chatbot, Eva, reviewed and scored them, directing qualified applicants to the video interview stage. Eva also had an exhaustive FAQ component for addressing common queries.

Impact

The TA team no longer had to waste time answering commonly-asked questions. Eva provides applicants with an immediate and accurate response, improving the CX. If the occasional question proves too complex for Eva, it's escalated to the team via a real-time dashboard, keeping them always informed.

With this end-to-end process, the TA team has transformed a resource-intensive manual process into an intelligent, automated and seamless one. The structured format means they can see all the information in one place, staying informed on recruitment progression while being able to deploy resources elsewhere.

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impress.ai is an autonomous recruitment platform. It delivers recruitment processes that require little to no human intervention. It delivers this through conversational bots that autonomously interview, engage, and shortlist candidates at scale, 24/7, and actively fight human bias by hiding biasing information from human reviewers.

For more details: <https://www.hrtech.sg/impressai/>



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