Getting Selection Tech Right

Optimising technology to simplify and enhance the candidate and hiring manager experience.

What's inside?

Getting your talent experience right.

In your talent experience, every touchpoint counts.

Crafting an engaging, responsive candidate experience is key to gaining the best talent in the market.

Right from the first point of contact, to the day they leave (and hopefully become ambassadors of your brand) the experience talent has with you as an employer makes a difference.

In this research we'll be focusing on the first two sections of the talent experience lifecycle, and how technology can help create the right candidate UX, as well as streamline your recruitment process.

Questions to ask about your current recruitment process:

- What is the purpose of your application process? Why are you asking the questions you are asking?

- What do you really need to know about talent during the application process?

- How can the selection process be refined to improve the candidate experience?

- What insight does your selection process give candidates about the role?

- How well does your selection process tell your employer brand story?
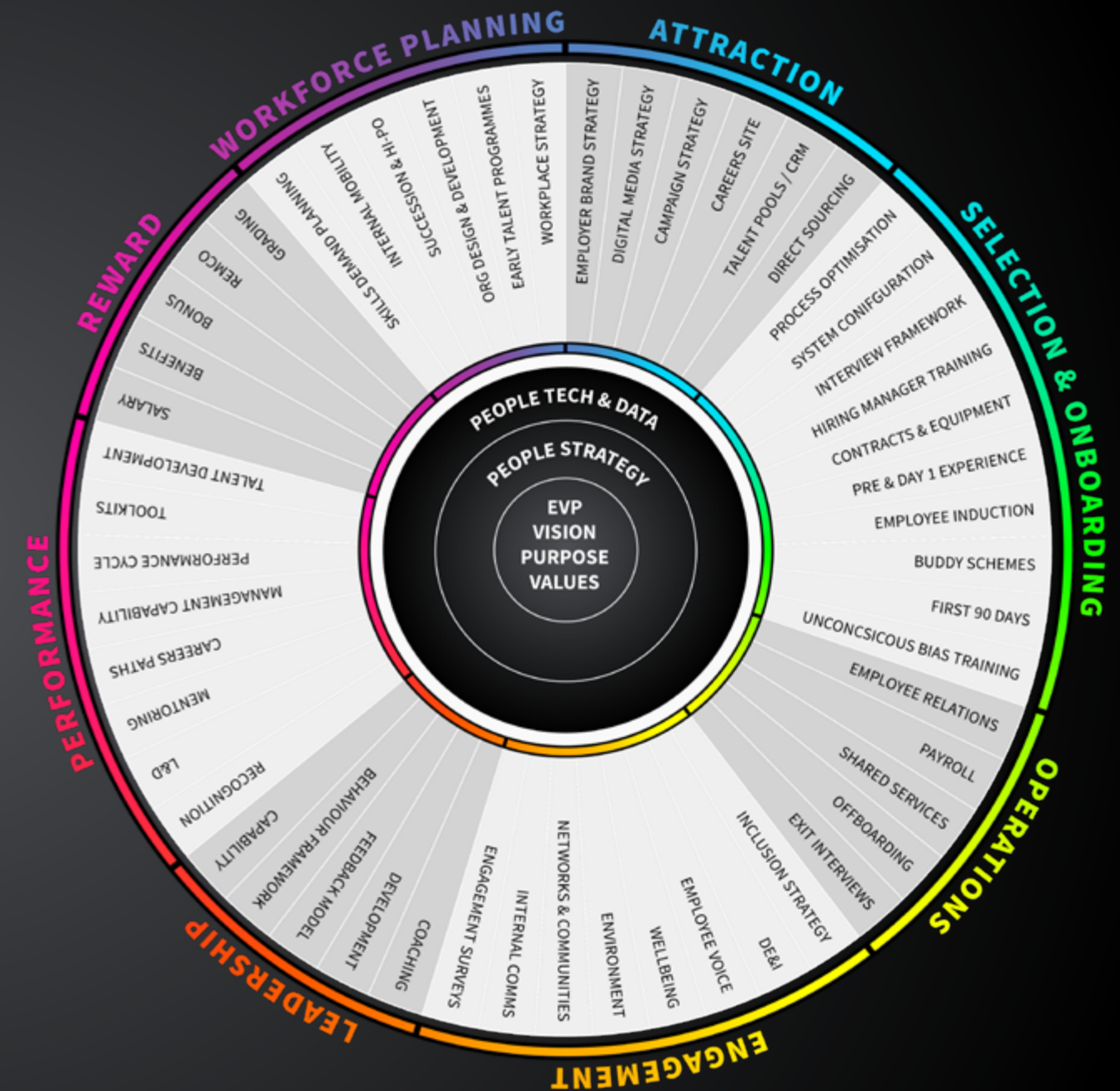
The talent lifecycle split by process descriptors and potential experience touchpoints

How are 'the best' getting selection right?

We've worked with, and analysed, some of the biggest employers in technology. There are some key behaviours, tools and mindsets that the best have in their approach to selection:

Specialist capability

- TA teams go beyond 'Recruiters' – they are consultative in approach, SMEs, and act as brand ambassadors
- Teams have a deep understanding of market forces
- Teams have business acumen

Behaviours and approach

- Scientific, crafted approaches
- Collaborative teams, daily stand-ups
- Constantly experimenting and refining

Knowledge and research led

- Inch-wide, mile-deep knowledge
- Conduct market research and analysis
- Sharing of market intel across teams and functions

Some real-life examples of these behaviours at work:

Hackathons, meetups and events

Events at talent competitors, leveraging meetups, hiring manager networks and generating referrals

Tailored, measured, 3-stage InMail messaging campaigns

Proven uplift in response rate (average increase of 15%). Increased conversion to interview and offer from headhunting activity.

CRM and candidate experience

Objectives aligned to qualitative sourcing, engagement and conversion. SMEs in the building of talent communities and coaches in executive-led community nurturing.

Focus on and measure ED&I

Well-written and inclusive job adverts, campaigns and all candidate communications. Measure and report on ED&I data throughout sourcing, engagement and talent acquisition processes against market benchmarks.

How are employers using recruitment tech?

Advanced recruiting technologies and AI is transforming the recruitment function. The top employers of today are using smarter recruiting technology to refine the process and improve the experience they offer both candidates and hiring managers.

During assessment

Skills assessment including technical testing

Values alignment analysis and personality tests

Situational judgement assessments

Leadership capability assessments

During application

Using chatbots to improve applicant experience

Skills testing as part of application to give real-time feedback

During sourcing / screening

Artificial intelligence and machine learning to automatically screen CVs

Smart search algorithms to proactively source the right candidates

During interview

Video interviewing - remote interviews and pre-recorded screening questions

Live whiteboard sessions to understand thought process

What recruitment technologies are there?

So, we've talked a lot about recruitment technologies. But, what actually are they? Modern recruitment technology can be broadly split into six major areas as detailed on the page opposite.

The last two, **candidate assessment tech** and **artificial intelligence**, are particularly key in the selection part of the talent experience.

Applicant tracking systems

An ATS helps you manage the entire end-to-end recruitment process by allowing you to track candidates and organise them into one central database.

Marketing automation technology

Recruitment marketing technology leverages marketing tools for the purpose of sourcing more candidates.

Predictive analytics

Predictive analytics involves using data to forecast the future in order to make better decisions.

Video technology

From remote interviews to EVP content, video has become a differentiating factor for recruiters who are looking to stand out.

Candidate assessment

Allows hiring teams to build screening tests tailored to each role. You can issue the tests to candidates either before or after shortlisting to assess their suitability.

Artificial intelligence

Artificial intelligence (AI) uses computers to imitate the cognitive abilities and skills of humans in the talent experience.

Where could you utilise selection technology?

Recruiting technology & tools are used throughout the selection process in each stage. Generally, they can be bucketed into three key areas:

Application and screening:

- **Chatbots:** aid communication and problem-solving for candidates
- **CV screening:** initial screening to narrow applications and provide real-time feedback
- **Assessment:** screen suitability at early stage

Shortlisting:

- **CV screening:** using AI and machine learning to automate CV shortlisting, saving recruiter and/or hiring manager time

Assessment and interview:

- **Assessment tools:** assess a variety of skills/behaviours to measure suitability
- **Remote interviewing**
- **Automated scheduling:** to improve communication and candidate experience

Example selection tools:

	What is it?	What do they do?	Who uses it?
iMocha	Skill-based remote interviewing and/or assessments	Leverage iMocha's remote-ready platform, comprehensive skills library, AI-enabled proctoring, video assessments, and insightful reports to assess and hire the best talent from anywhere.	Capgemini Wipro Cognizant Ericsson
Clevry	Soft-skills remote assessment tool	Clevry assessments provide powerful insights into your candidates' personality, ability and motivational drivers within the workplace. Gain a more well-rounded view of your future talent and their ability to perform in the role.	ASDA M&S EY Santander
TestGorilla	Replaces traditional CV screening with remote screening tests	Test candidates for job-specific skills like coding or digital marketing, as well as more general skills like critical thinking. Can be skill-based assessments or recorded video responses, which are automatically scored and ranked.	H&M Revolut Sony EY
Harver	Specialist in automating high-volume recruitment	Harver is a pre-employment assessment tool that uses an AI algorithm to help predict the quality of hire. They measure the applicant's culture fit, soft skills, and ability to succeed at the job; assessments, remote interviews and reference checking.	Booking. com Lidl McDonalds Valvoline
ThriveMap	High-volume; pre-hire assessment & experience simulation	Unlike traditional assessments, ThriveMaps measures behaviour in a real-work context by taking candidates through a "virtual shift" experience of what a typical day in the role or company looks like.	Belron Cote Brasserie Safelite
The Predictive Index	Blends psychometrics and technology	The Predictive Index has a four-step framework that they use to ensure that a company's business strategy matches its people skills: Design, hire, inspire, and diagnose. Focuses on behaviours.	Canon Subway IBM Nissan

What you need to know about **artificial intelligence**

Artificial intelligence (AI) uses computers to imitate the cognitive abilities and skills of humans.

AI's intended use is to solve problems that are too complex for people to solve or to handle time-consuming tasks with near-human (or sometimes better-than-human) competency.

In recruitment, AI can save hours of hiring manager's and TA professional's time.

Research shows that every open role will attract, on average, from 50-200 applications. Far more for high-volume roles.

There is no consensus on the average time taken to review a CV, with sources citing anything from 8 seconds to 15 minutes. But if we say even just 1 minute per CV, that means hiring managers could spend upwards of 3.5 hours just to review CVs and create a shortlist every application round.

We've summarised some common uses of AI technologies in recruitment on the opposite page.

CV screening

Rudimentary CV screening tools look for keywords in candidates' applications to quickly shortlist.

More advanced tools use machine learning and algorithms to match experience, key skills and other variables to determine suitability.

Key benefit:

- Saving time for hiring managers and/or recruiters

Candidate-to-job matching

Using machine learning & algorithms to identify talent pools ranked by their work experience, skills, location, and likelihood of response.

You see tools like this being used behind the scenes of LinkedIn searches etc.

Key benefit:

- Expands talent pool beyond proactive applications

Chatbots

A recruitment chatbot is a piece of software designed to mimic human conversational abilities during the recruiting process.

Key benefits:

- Improving communication is the #1 way to improve CX
- Saves time responding to enquiries
- Improves information-seeking

What you need to know about **candidate assessment technology**

Candidate assessment software is pre-employment testing software that helps recruiters and HR teams make sound hiring decisions. This software allows you to assess candidates based on many different characteristics, such as their:

Cognitive abilities
e.g. reading comprehension and problem solving

Personality and culture
e.g. value-alignment, behaviour assessment

Role specific skills
e.g. financial accounting, SEO, sales

Software / technical skills
e.g. data analysis, MS Office Suite, Photoshop

Programming skills
e.g. Java, C#, Python, JavaScript

Situational judgment
e.g. leadership, business ethics, compliance

Benefits of using candidate assessment technology

Screen candidates objectively

Improve the candidate experience

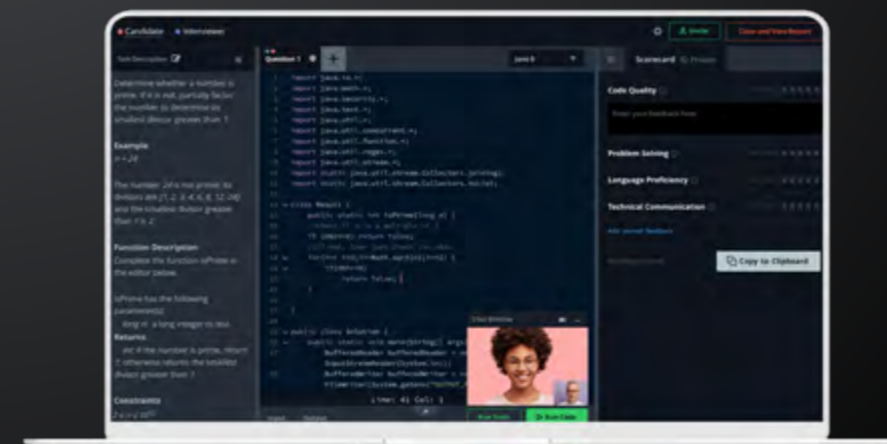Save hiring manager time both reviewing and interviewing

Hire better suited candidates and improve retention

Save on training costs

Remove unconscious bias

Example live coding assessment via HackerRank technology

Using candidate assessment tools in technical recruitment

We've examined the different ways candidate assessment software can be utilised, and the different skills it can measure – but what would this look like in a real process?

Let's look at how assessment tools can be used in the recruitment process for technical talent as an example;

Candidate screening – technical assessment

- Create bespoke technical assessment/quiz with automated scoring and ranking to help create shortlist of suitable candidates

Candidate evaluation – mini-project

- Send candidates independent coding projects to dive deeper into key skills

Interviews – pair programming / live coding

- Write, execute & debug code together in live integrated development environment. Online technical interviewing.

Typical best-in-class process

While the details may differ a little by business and role, the same basics apply in selection at the big tech employers: combined technical assessment and values-alignment, keep it simple with only 2-3 'phases' but maintain communication with multiple touchpoints throughout from the people team

Introductory screening

This usually happens with the people team

Consists of an introduction to company values, sense check a candidate's cultural fit and skills required

Technical assessment

Online coding, pair programming or a remote task

A technical interview - usually with the hiring manager and a potential colleague

Values and thought process assessment

Meet the team

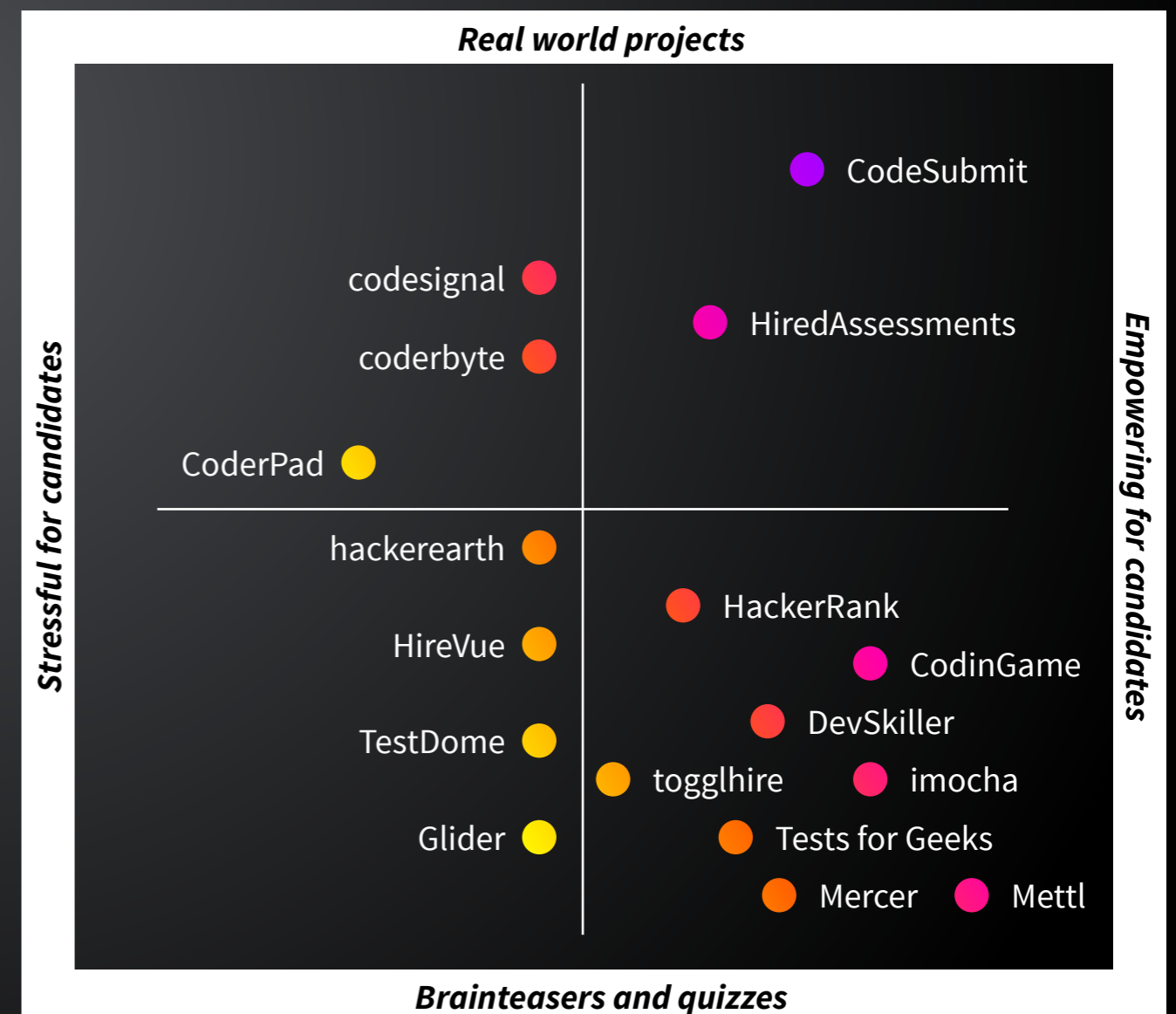See the workspace

Get a feel for the business

Values alignment assessment

Example technical assessment technologies:

	What is it?	What do they do?	Who uses it?
Codility	Codility is the #1 rated technical interview platform for teams to test the coding skills of developers	3 key products; CodeCheck = Screen developers at scale with accurate, custom programming tests that evaluate technical skills, CodeLive = online coding interviews with whiteboarding, CodeEvent = group technical interview, campus recruitment, hiring events.	Spotify Deloitte American Express Intel
CodeSubmit	Take-home assignments and technical interviews	Remote real-world engineering task to assess on-the-job skills – mini-projects, dummy tasks etc rather than typical coding challenges or brainteasers. Pair programming capability – CodePair product allows for real-time live coding challenges.	Netflix Apple Uplift Audi
HackerRank	Assessment tools for employers, coding challenges & content library for candidates	Combines a developer-community with resources for candidates (practice code challenges, content library, peer-review) and employer tools – code assessment, remote technical interviewing, virtual whiteboarding.	Peloton Bloomberg VMWare LinkedIn
Coderbyte	Candidate evaluation platform for assessments, interviews, and take-home projects	Auto-graded challenges and questions for high-volume hiring. Select and customise templates for any role to quickly qualify candidates in your pipeline. Collaboratively interview candidates using live coding editor, spreadsheets, a Jupyter Notebook and whiteboarding.	Microsoft Intel Meetup PwC
CoderPad	CoderPad is a technical interview platform to help candidates easily share their skills	Technical assessments, take-home projects and live collaborative coding. CoderPad's collaborative coding environment allows you to quickly evaluate candidates and understand their thought processes. Take home assessments, live coding, technical interview platform, process mapping tools.	Netflix Shopify Slack Databricks
Mettl	Automated coding platform – e2e from screening to upskilling employees	Full end-to-end coding platform – from planning assessments and screening candidates, to technical interviews, to providing development environments and upskilling for technical employees.	Accenture Microsoft McKinsey Adobe

Which technical assessment tools are right for you?

Different tools have different uses, it is important to understand the balance between the candidate user experience and the functionality and output of the tool in order to properly calibrate a useful selection process:

Real world projects

Stressful for candidates

Empowering for candidates

CodeSubmit

codesignal

HiredAssessments

coderbyte

CoderPad

hackerearth

HackerRank

HireVue

CodinGame

DevSkiller

TestDome

togglhire   imocha

Glider

Tests for Geeks

Mercer   Mettl

Brainteasers and quizzes

CARAFFI

ELEVATING PEOPLE LEADERS

About Caraffi:

Caraffi is a talent acquisition advisory on a mission to make talent the engine room of every organisation. We want to change how talent, people and HR leaders see themselves and their ability to drive business performance.

So whether you're new in role or in the midst of a transformation, Caraffi will elevate your capability, impact and reputation within your business and beyond.

✉ info@caraffi.co.uk

📱 0203 8622 800

📍 10 Bishops Square, London, E1 6EG