Recruiting Automation for Dummies
Entelo Special Edition

Apply technology for recruiting success
Efficiently identify qualified candidates
Increase engagement and drive diversity

Mike Trigg
About Entelo

Entelo applies intelligence to big data to help modern recruiters identify, qualify, and engage talent. Today, nearly 700 customers of all sizes and industries trust Entelo to provide their talent acquisition teams with higher candidate engagement, actionable insights, and increased productivity. The leader in recruiting automation, Entelo helps organizations like Cisco, Genentech, Lyft, Netflix, NASA Jet Propulsion Laboratory, Northrop Grumman, and Target build their teams.

To learn more about the Entelo recruiting automation platform, visit www.entelo.com. Find out about open roles at Entelo and subscribe to the Entelo blog for insight and updates on the talent acquisition industry.
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Introduction

As a progressive talent acquisition professional, you need to stay ahead of the hiring curve. Competition for talent is fierce. Recruiting technology is advancing to apply machine learning and predictive analytics to tedious but valuable aspects of the hiring process so that you can stay competitive.

Artificial intelligence is sometimes perceived as a polarizing development — and possibly a frightening one, if bots were to eliminate the need for certain talent acquisition functions. The reality, however, is considerably different. The synthesis of human skill and software-driven automation is key to successful, efficient hiring. Using these new tools enables you to make better use of your time so you can concentrate on achieving the best possible results.

About This Book

*Recruiting Automation For Dummies*, Entelo Special Edition, introduces you to the new realities of talent acquisition in a highly competitive environment where you need to be as efficient as possible in sourcing, qualifying, and engaging the top candidates. This book explains and demystifies the misconceptions of recruiting automation and explains how technology is an enabler for talent professionals keen on leveraging the latest innovations to quickly identify qualified candidates.
Icons Used in This Book

This book uses the following icons to call your attention to information that you may find helpful in particular ways.

The information in paragraphs marked by the Remember icon is important and therefore you should give it special attention.

Sometimes I need to introduce a bit of technical information in order to more fully explain a particular topic. You can think of the text marked with this icon as your chance to pick up a bit of jargon you can use to impress your boss in the next staff meeting.

The Tip icon indicates extra-helpful information.

Where to Go from Here

Hey, it’s your book so dive in anywhere. No, seriously. You can thumb through the book anywhere you like, skipping around here and there. Or, you can read it straight through from front to back, if you prefer. Either way, you can leave off wherever you want and then go back to it at any time.
Chapter 1

Understanding Recruiting Today

A cquiring the right talent is a crucial part of the success of any organization, but talent acquisition hasn’t always received the proper focus. Many organizations have begun to realize that talent acquisition is a strategic contributor to a corporation’s future.

This chapter takes a quick look at how talent acquisition as a profession is evolving to meet the needs of modern, success-driven organizations. It shows you how new automation tools are helping talent acquisition
professionals be more strategic in their approach to engaging the right candidates and helping move your business forward.

Understanding How the Recruiting Landscape Has Shifted

Talent acquisition has evolved greatly over the years and has become a far more technically demanding role for recruiters. In the past, when a position in the company opened up, the opportunity was posted on a career website or job board and human resources (HR) hoped that suitable candidates would discover the opening and apply. As time went on, employer branding became an important tool and social recruiting helped produce better results. Recruiters became more specialized and more prevalent as HR teams realized they needed talent acquisition experts to fill open roles. Further, those recruiters needed to become tech savvy to be successful (and even just to stay in the field).

Recruiters have learned that a proactive, data-driven approach produces better results. Rather than waiting until a critical opening occurs, they develop plans for future needs and make sure to keep up with the latest recruiting technology.
Your existing workforce can often help you meet your goals through ongoing training, referrals, and even moves within the organization. Your current employees already know the corporate culture and can be the best option to fill positions, but you may need to ask rather than waiting for them to step forward on their own. Be sure to encourage them to use their social networks to help locate candidates, too.

You need close relationships between recruiters and hiring managers. They need to work together to discover the best candidates. Recruiters must seek feedback from hiring managers. Hiring managers, in turn, must effectively spell out open role requirements.

Keeping Up with Talent Acquisition Trends

Unfortunately, the traditional methods of talent acquisition can’t keep up with the high demands placed on recruiters in today’s competitive marketplace. Several gaps exist in today’s hiring process:

>> **Inefficient procedures:** Openings may result in HR being swamped with hundreds of resumes and many hours sourcing for hard-to-fill roles. In fact,
recruiters spend an average of 13 hours a week sourcing for a single open role. This process takes too much time, and consequently, HR professionals can’t devote the necessary effort to more important tasks.

» **Difficult-to-find skill sets:** With today’s increasingly specialized labor market, it can be difficult to find enough qualified candidates with the skills, certifications, and other expertise needed.

» **Unconscious bias:** Humans are all subject to the threat of unconscious bias. In an environment where such a thing can cost someone a job, it’s imperative to prevent bias from sneaking into the hiring process. Still, no system is perfect, and many organizations lament that they don’t know how to track or stop unconscious bias in hiring.

» **Lack of diversity and inclusion:** Modern organizations sell to an increasingly diverse customer base and need a workforce that reflects that diversity. Yet, many organizations struggle with where to find, how to attract, and importantly, how to engage diverse candidates.

» **Volume of hiring:** Many organizations find themselves needing to hire huge numbers of employees to scale the business. This can strain the quality of the candidate experience because recruiters are spending time on an excessive
number of tedious tasks rather than building relationships with prospective employees.

» Difficulty getting candidates to engage: Many candidates are so overwhelmed with recruiting solicitations that they simply tune them out.

Fortunately, talent acquisition is evolving. The changes include

» Automation: Artificial intelligence and machine learning are helping recruiters cut the tedious workload of sorting through huge piles of resumes. These technologies are also bringing about a more level playing field where bias is reduced and diversity is encouraged.

» Transparency: With the advent of professional social networking sites, job boards, and company review sites, more public user-generated data about candidates and companies is available than ever before. Early AI technologies are making it possible for jobs to find people instead of people finding jobs.

» Better candidate experience: New, automated systems are helping busy recruiters keep applicants better informed about their status.
Meet Recruiting Automation

As recruiting becomes more automated, organizations are changing the way they discover and hire the best talent. You need to be ready for those changes, so this chapter provides a brief introduction to the rapidly evolving world of recruiting automation.

Understanding the Basics

With any disruptive technology you’ll encounter both new terminology and new uses for existing words and
phrases. This section gets you up to speed by introducing a few of the terms used in recruiting automation:

» **Artificial intelligence (AI):** This is the process whereby hardware and software analyze data and make decisions based on that analysis.

» **Machine learning:** In order to have a basis for proper analysis of the data, AI systems are typically fed information about past results. For example, you might provide AI with the resumes of previous hires along with data showing how well those people function in the organization.

» **Predictive analytics:** Armed with an extensive database showing past performance based on analysis of applications and resumes, AI can make predictions about the potential for applicants to fit into the organization’s culture and be successful.

Recruiting automation technology assists the talent acquisition process by taking over some of the tedious, time-consuming tasks, thus enabling humans to concentrate their efforts in areas requiring human finesse.

AI is also good at mitigating unconscious biases so your hiring process can be more inclusive and supportive of workforce diversity.

So just who is using recruiting automation technologies today? Some examples include executive search firms,
Fortune 500 companies, and other organizations that are competitively trying to find and acquire the best talent.

Regardless of the type of organization, several common factors are driving the move to recruiting automation:

- **Competition for talent:** The best candidates often have several options, so time is of the essence.

- **Shift to passive recruiting:** Recruiters are actively seeking out passive candidates for their open roles.

- **Difficulty assessing candidates based on resumes or online profiles:** Candidates may not always provide the information you need, and they may stuff their backgrounds with keywords.

- **Information overload:** Too many resumes and applications are often received.

- **Lack of diversity in candidate pools:** You may find that you can’t meet diversity goals without making special efforts to expand the pool.

- **Unconscious bias by recruiting teams and hiring managers:** Automation can remove the biases by giving more weight to relevant qualifications.

- **Increasingly specialized skills:** Positions may require advanced knowledge.

- **New technology:** Rapid changes in technology can make finding qualified candidates difficult.
Exploring Examples

To help you understand recruiting automation, here’s a look at technology that’s in use today:

» **Intelligent sourcing software:** Recruiters often are buried under so many resumes that they can’t spend more than a minute or two on each one. Intelligent sourcing software aggregates and analyzes data about candidates’ skills and experience and then matches them to job opportunities. This allows recruiters to target hard-to-find skill sets and provides a shortlist of the most promising candidates.

» **Recruiter chatbots:** A *chatbot* (short for *chat robot*) is a program that can respond to user input and questions in an automated manner. A chatbot enables users to interact with a system at any time, day or night. One form of chatbot is the automated system used by many banks to enable customers to check on account balances, payments due, and so on without speaking to a real person. A recruiter chatbot enables applicants to ask questions about available positions as well as to engage in preliminary interviews.

» **Digitized interviews:** Preliminary screening interviews can eat up a lot of time, especially when recruiters face a large pool of applicants. Online interview software that can consider candidates’ choice of wording, speech patterns, and possibly even
facial expressions can help reduce the burden on HR by doing some of the initial suitability assessments.

Seeing the Challenges

Whenever radically new technology appears on the scene, questions arise about the changes and challenges that will result. When automobiles replaced the horse and buggy, people wondered if driving at more than 20 mph was going to cause health problems — and scare the horses! Today, people have questions about the game-changing, new technology of recruiting automation:

» **What happens to recruiters?** The term “recruiting automation” can sound like everyone in talent acquisition will be working for robots in the future! However, recruiting automation doesn’t replace recruiters; it makes their jobs more strategic. Rather than slogging through hundreds of applications and resumes, recruiters have the more nuanced task of determining what it will take to convince a candidate to consider your company.

» **Won’t this encourage sourcing bias?** In reality, recruiting automation software allows recruiters to mitigate unconscious biases. Software doesn’t care about someone’s gender or the ethnic background that a human might infer from a name. With these biases out of the way, recruiters are presented the best candidates based on merit, not prejudices.
Who’s going to use this technology? Companies that want to hire the best talent in a competitive marketplace understand that the best tools produce the best results. Many companies use recruiting automation to find the people they need.

Understanding the Benefits

The bottom line when you consider implementing any new technology must include an analysis of the benefits you’ll gain from your investment. Some of the gains you’ll likely see from recruiting automation include:

- Increased productivity and cost-effectiveness of your recruiting efforts as automation reduces low-level, unproductive tasks to a minimum
- Improving the talent pipeline and candidate experience because you can respond more quickly and keep applicants informed of their status
- Accelerating candidate evaluations by applying artificial intelligence to assess candidate fit
- Elimination of human bias and driving diversity so you can achieve a more inclusive workforce
- Improving candidate engagement with targeted and personalized email nurture campaigns
- Positioning the talent acquisition team as strategic business leaders
It’s an exciting time to be a part of the HR technology industry. Innovation is everywhere, technology is becoming more powerful, and products are becoming easier to use. This chapter discusses what you need to consider as you implement recruiting automation technology.
Deciding If It’s Time to Invest in Recruiting Automation

People are used to using their phones and apps for everything, so B2B software has to be as seamless and easy to use as Facebook, Instagram, or any other app on your phone. As such, AI programs are smart and seamless, and they already integrate into your existing platforms. Artificial intelligence, machine learning, and other smart technologies are no longer something in the far-off future. These developments are already driving many of the most innovative recruiting and hiring advancements today. Organizations ranging from giants to small, nimble startups are leveraging intelligent technologies to hire faster, smarter, and cheaper.

You shouldn’t be asking, “Is it time to invest in recruiting automation?” Your question should be, “Can we afford to wait any longer?”

Recruiters who don’t become tech enabled will be replaced, and recruiters who are nimble with new tech will win more candidates. You need to think about which kind of recruiter you want to be — and how you can make the case to your management team to be an early adopter.
Developing a Sourcing Road Map

The competition for the best talent can be severe. If you rely upon the old traditional “post and pray” approach by posting an opening on a job board and hoping great candidates will apply, you’ll soon discover that outdated methods aren’t effective today.

Every candidate is different. In order to be more strategic in relationship building, you need tools that help you quickly determine which factors will be most important to the best candidates.

You need to develop a plan for using all available resources to find new talent. These resources can include referrals from current team members, social media, and community organizations. Let people know that you’re always interested in connecting with those who might be a good match for your organization.

Unconscious bias can be a serious problem in sourcing new talent. Bias comes in many forms and has many negative outcomes, one of which is the gender pay gap. Hiring and engaging diverse employees also improves a company’s bottom line. Research by McKinsey & Company found that companies that strive for racial and ethnic diversity are much more likely to have better financial returns. Diversity doesn’t only improve productivity — it is directly tied to a company’s earnings.
Recruiting automation technology can help you reduce unintentional bias by anonymizing candidate profiles and selecting candidates based on merit rather than appearance, name, or other inappropriate factors.

Establishing a Recruiting Workflow

Recruiting automation technology brings some large and positive changes to the recruiting workflow and the candidate experience. These changes not only benefit the recruiters and applicants; they can also give your organization higher-quality hires and an improved reputation.

Adding automation means that your talent acquisition team can be virtually open 24 hours a day, seven days a week. Applicants can submit resumes, interact with a recruiting chatbot, or participate in a digital interview without taking time off from their current job.

Of course, more applications and resumes submitted also means a much bigger pile of paperwork. But as almost any HR professional will admit, the typical flood of applications and resumes means that at most, one or two minutes is all that’s spent on reviewing the typical resume. With ever more resumes in the pile, the humans in recruiting simply don’t have enough time to give any of them much thought or consideration.
Don’t forget that many people who could be good candidates aren’t actively looking for a new job. You need to be searching for these passive candidates in order to meet your recruiting goals.

Here’s where recruiting automation steps in to help streamline your recruiting workflow. Rather than accumulating a huge stack unqualified resumes on your desk, you can have the automation technology do proactive outreach to the best-fit candidates for your open positions. Using data aggregation and analysis of the skills and experience of millions of profiles, the software identifies which candidates offer the best fit to open positions and the corporate culture and automatically reaches out to them on your behalf. Only those qualified candidates who make this first, automated cut are passed along to a live human on your recruiting team. Presented with the best of the best, the talent acquisition professional can concentrate on personal follow-ups and live interviews.

The technology can also make for a better candidate experience. Automation speeds up the process, so applicants don’t have to wait forever to learn their results. The technology can be set up to allow candidates to use an online portal to track the status of their applications.

**Keeping up with training**

Once you’ve hired your team, you need to remember that your job isn’t done. If you want to make the best use of
your workforce, you need to offer ongoing training to keep those people proficient with new technology and other changes in the workplace. You’ll reduce the need to hire new people, and you’ll give your employees the sense that they’re an important part of the organization.

**Measuring, analyzing, and modifying the hiring process**

Even with online sites like LinkedIn, the process of doing passive recruiting is still largely unchanged. You still comb through resumes and try to get candidates engaged. If anything, passive recruiting is getting harder. Information is no longer a competitive advantage, so the top candidates are being contacted by multiple recruiters and becoming less likely to be interested. That’s why you need to measure and analyze your results and modify your process as your needs change.

You need to take a data-driven approach to recruiting. This includes analyzing interview feedback and tracking time-to-hire. This data allows you to be continuously optimizing your process and working toward success.

Ask your recruiting automation software vendor to keep you informed about important developments in their products and the industry. With their broad industry connections and insights, they will likely be aware of interesting new trends before anyone else.
Chapter 4

Seeing Recruiting Automation in Action

Recruiting automation certainly sounds promising. After all, who wouldn’t be happy having a more qualified pool of candidates, less busywork for recruiters, and happier applicants? However, as a seasoned professional, you may be wondering how recruiting automation will look in your day-to-day work and what results you can expect to see. This chapter addresses that healthy uncertainty by providing some real-world
examples of organizations that have successfully employed recruiting automation technology to improve their hiring success.

Improving Global Recruiting

Hiring top engineering and technical people can be quite difficult. Demand is high and the pool of qualified candidates often is far lower than what’s needed, so companies often find that plans to expand or develop new product lines must be delayed — thus putting those companies at a competitive disadvantage.

The Adecco Group is based in Zurich and is the largest temp staffing firm in the world. The company has more than 33,000 employees and around 5,100 branches in more than 60 countries and territories. Entegee is a staffing branch of the Adecco Group that specializes in placing global engineering and technical candidates.

One of the Entegee talent team’s biggest goals was reducing the time to hire, because the team was spending about 50 hours a week building the talent pipeline for a single role. In an effort to optimize talent funnel conversions, Entegee turned to AI recruiting technology to enable recruiters to spend less time sourcing and more time building relationships with qualified candidates.

“AI eliminates the busywork of recruiting, which gives my team the time to focus on personal interactions with
high-caliber candidates interested in moving to a new opportunity,” said Chief Operating Officer Jim Galligan.

Shifting to recruiting automation enabled Entegee to shorten the time-to-hire. Not only did this reduce the cost of hiring, it also improved the company’s success in obtaining top talent because candidates who are hired more quickly are less likely to be recruited elsewhere.

Discovering More Top Candidates

West500 Partners is a Seattle-based search firm specializing in technology organizations from start-ups to the Fortune 500. The partners of the firm have been in the recruiting industry locally for many years and have established relationships with many talented individuals and companies.

By leveraging recruiting automation, West500 Partners discovered many more candidates for various technical roles in 30 days. In fact, the company found twice as many candidates as it would have discovered without recruiting automation.

With that kind of sourcing momentum, the West500 talent team was able to expedite its candidate engagement and greatly improve recruitment success. Quite simply, finding and engaging the right candidates quickly is key to providing their clients with the talent that they need.
“The more candidates we can talk to, the higher probability we’ll have at hiring people,” said tech recruiter Arlen Proctor. “AI recruiting technology allows our sourcing to run entirely self-sufficiently and helps us get the most mileage out of our time in the office.”

**Scaling a Workforce**

Asana makes a popular work management app that makes teams and organizations more efficient by helping them manage and coordinate their work. With more than 35,000 paying organizations and millions of users across 192 countries, Asana is growing quickly.

With a team of more than 300 employees, Asana’s small and mighty talent team is tasked with scaling the company’s workforce to keep up with such rapid growth. Comprised of recruiters specializing in various areas of functional recruiting (sales, engineering, customer operations, marketing, and so on), the team takes on all candidate management and sourcing, making it difficult to find the time to reach out to qualified candidates.

Using recruiting automation to augment the talent team’s workflow, Asana found ten engaged candidates right off the bat. “We’ve seen impressive response rates from high-quality candidates using recruiting automation,” said one of Asana’s recruiters.
Ten Things You Need to Know

This chapter provides ten important takeaways that will help you succeed in implementing your recruiting automation solution:

» Spending on traditional tools is plummeting.

Say goodbye to newspaper ads. Talent acquisition professionals plan to spend less budget — or none at all — on traditional advertising like newspapers and print. When examining your recruiting budget, don’t allocate resources to antiquated platforms.
Sourcing quality candidates is a top priority, but a major time sink for talent teams. On average, talent acquisition professionals spend nearly one-third of their work week sourcing candidates for a single role, and some groups spend even more. Approximately one in four recruiters report spending half the workweek sourcing for just one role. To make sure your teams aren’t getting bogged down in the weeds, consider evaluating recruiting automation tools that help you streamline tasks like candidate sourcing.

Organizations must do more to support diversity in their hiring processes. Many enterprise companies still don’t have tools in place to ensure their resume review process is fair and unbiased. If you’d like to do more to implement diversity in hiring processes, the time to act is now. Not only is it the right thing to do, but adopting best practices now will ensure you aren’t behind the curve when it comes to diversity hiring.

Sourcing is still prone to bias (including unconscious bias) and recruiting automation can alleviate that. More than half of TA professionals have tools in place to ensure the sourcing process is fair and unbiased, though 49 percent of that group agree they could be doing more to ensure the hiring process is without bias. Using Entelo, you can anonymize your candidate search results to reduce unconscious bias.
Organizations are shifting toward AI-powered technologies. In 2018, 62 percent of companies plan to spend on AI-powered recruiting software. Most of them plan to spend on intelligent sourcing software. Fewer of them plan to spend on HR tech chatbots and on digitized interviews. Now is the time to take a hard look at your budget allocations and make sure you’re evaluating new solutions on the market.

Automation holds enormous potential to help talent teams focus on thoughtfully connecting with people. According to Entelo research, talent teams ranked the following top three most valuable aspects of the hiring process:

- Prompt communication — 48 percent
- Sourcing — 43 percent
- Building rapport — 40 percent

Interestingly, the second most valuable aspect, sourcing, can be automated with tools like Entelo, so that recruiters can spend more time on the human elements of recruiting like building rapport and communicating quickly. Look for tools that will save your team time, allowing them to focus on building relationships.

There’s no substitute for the human touch — not even recruiting technology. Humans and machines working together produce better results.
than either people or machines could produce on their own. Recruiting technology should be viewed as supportive of human efforts, not a replacement. Artificial intelligence can complement a recruiter’s hiring processes, but human tasks such as relationship building and candidate engagement cannot be as easily replaced by technology.

» **Technology helps put people first.** Recruiting automation gives recruiters the time and resources to center their attention on in-person interactions with candidates, make connections, and encourage advocacy.

» **AI recruiting tools will empower talent teams with powerful insights they need to get executive buy-in.** AI recruiting tools will help recruiters better align with hiring managers, leveraging data to illustrate the conversion quality of each stage in the hiring process. These insights enable more strategic goal setting and better measurement of success.

» **Start evaluating new technology now.** You need to start thinking about how your workflow and process for recruiting will change once you implement new tools for recruiting automation. You’ll need to make sure that your HR team understands the changes, has the necessary training, and is on board with your plan.
About Entelo

Entelo applies intelligence to big data to help modern recruiters identify, qualify and engage talent. Today, over 700 customers of all sizes and industries trust Entelo to provide their talent acquisition teams with higher candidate engagement, actionable insights and increased productivity. The leader in recruiting automation, Entelo helps organizations like Capital One, Cisco, GE, Genentech, Netflix, Northrop Grumman and Target build their teams. To learn more about our recruiting automation platform, visit www.entelo.com. Find out about open roles at Entelo and subscribe to the Entelo Blog for insight and updates on the talent acquisition industry.
Stay competitive with recruiting automation

As a progressive talent acquisition professional, you need to stay ahead of the hiring curve. Competition for talent is fierce. Today, the synthesis of human skill and software-driven automation is key to successful hiring. This book introduces the new realities of talent acquisition and helps you become as efficient as possible in sourcing, qualifying, and engaging the top candidates.

Inside...

• Understand the new recruiting landscape
• Efficiently screen incoming resumes
• Zero in on hard-to-find skill sets
• Attract a diverse candidate pool
• Mitigate unconscious bias in hiring
• Improve one-on-one candidate engagement
• Stay ahead of high-volume hiring needs

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