



Acquiring Innovative Recruitment Technologies

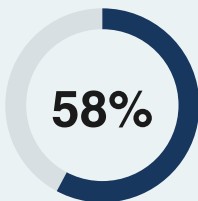
STRATEGY BRIEF
2024



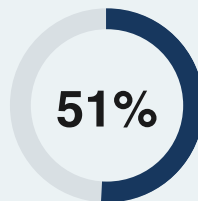
Current State

The recruitment landscape is rapidly evolving, driven by technological advancements, changing candidate expectations, and the need for more efficient and effective hiring processes. Organizations have always turned to innovative recruitment technologies to enhance their talent acquisition strategies. That push to the new and more automated continues with a wide range of solutions including artificial intelligence (AI) powered screening tools, video interviewing platforms, automated skills assessments and immersive interviewing/candidate experiences leveraging AR and VR technology. By embracing these technologies, organizations can streamline their recruitment processes, improve the candidate experience, and gain a competitive edge in the pursuit of acquiring talent.

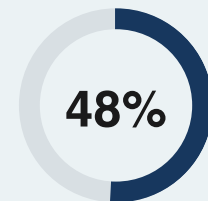
Strategies Organizations are Using to Improve the Candidate Experience



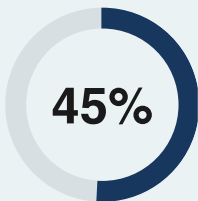
Streamlined application process
(mobile-friendly, clear job descriptions)



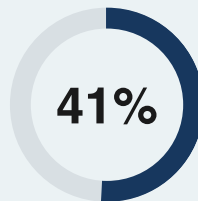
Candidate-centric practices
(experience surveys, transparent hiring process)



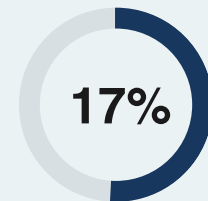
Post-application engagement
(referral program, alternative opportunities for rejected candidates)



Technology implementation
(CRM system, virtual interviews/assessments)



Enhanced communication
(personalized updates, chatbot support, feedback sessions)



We are not planning any new initiatives related to candidate experience

Brandon Hall Group™, Cracking the Hiding Code Study

While innovative recruitment technologies offer significant potential, several complexities also need to be addressed. First is technology selection. Organizations must navigate an increasingly crowded marketplace of solutions. This process demands a thorough assessment of organizational requirements, from basic applicant tracking to advanced AI-powered candidate matching, while carefully balancing functionality against budgetary constraints. The chosen solution must not only address current recruitment needs but also demonstrate scalability to accommodate future growth and evolving hiring practices.

System integration represents another significant hurdle in the modernization of recruitment processes. New technologies must seamlessly mesh with existing Human Resources technology in the organization. This integration challenge extends beyond mere technical compatibility; it requires careful consideration of how new tools will affect established processes, from initial candidate sourcing through to onboarding and organizational data requirements.

Data security and privacy considerations add another layer of complexity to the adoption of

recruitment technologies. As these systems collect and process vast amounts of sensitive candidate information, organizations must ensure robust compliance with various data protection regulations, including GDPR, CCPA, and other regional privacy laws. This necessitates implementing appropriate security measures, establishing data handling protocols, and maintaining transparent communication with candidates about how their information is used and protected.

The challenge of potential algorithmic bias in AI-powered recruitment tools has emerged as a critical concern that organizations must actively address. These technologies, while promising increased efficiency and objectivity, can inadvertently perpetuate or amplify existing biases in hiring processes. Organizations must carefully evaluate their AI tools for potential discriminatory patterns, implement regular bias audits, and maintain human oversight in critical decision-making processes. This requires striking a delicate balance between leveraging technological capabilities and ensuring fair, equitable hiring practices that promote workforce diversity and inclusion.

Implications

Effective selection and implementation of new recruitment technologies can lead to faster hiring processes, reduced costs, improved candidate quality, and enhanced employer branding. For candidates, it can result in a more engaging and transparent experience. It also can contribute to a more diverse and inclusive workforce by mitigating unconscious biases in the hiring process. If those complexities are not managed well, however, employers risk damaging their employment brand and having the opposite of the intended effect.

Brandon Hall Group™ Point of View:

01 Assess Technology Needs and Prioritize:

Before acquiring any new technology, organizations must conduct a thorough needs assessment to identify their specific pain points and challenges in the recruitment process. This involves analyzing existing workflows, gathering feedback from recruiters and hiring managers, and understanding the organization's strategic goals. By prioritizing needs and aligning them with potential technology solutions, organizations can make informed decisions about which technologies are best suited to address their unique challenges and maximize ROI.

02 Follow a Strategic Selection Process:

Choosing the right recruitment technologies requires a strategic approach that considers various factors, including the organization's size, industry, budget, and specific needs. Organizations should evaluate different solutions based on their features, functionalities, integration capabilities, and potential to address identified pain points. For example, if an organization struggles with high volume hiring, an AI-powered screening tool might be prioritized. If candidate experience is a primary concern, a video interviewing platform or candidate relationship management (CRM) system might be more suitable. This echoes the article's recommendation to leverage AI for tasks such as candidate matching and skills assessment, which can significantly improve the efficiency and effectiveness of talent acquisition.

03 Ensure Seamless Integration and Change Management:

Integrating new technologies with existing HR systems and processes is crucial for maximizing adoption and minimizing disruption. Organizations should prioritize solutions that offer seamless integration capabilities and provide robust support and training to facilitate a smooth transition. Additionally, it's essential to have a change management strategy in place to address potential resistance and ensure buy-in from all stakeholders involved in the recruitment process. This reflects the article's emphasis on the importance of change management and user adoption when implementing new AI-powered talent solutions.

04 Ensure Ethical Use and Bias Mitigation:

As AI becomes increasingly prevalent in recruitment technologies, organizations must address ethical considerations and potential biases embedded in these tools. This involves carefully evaluating the algorithms and data sets used by AI-powered solutions to ensure they are not perpetuating existing biases or discriminating against certain groups. Organizations should also establish clear guidelines and protocols for the ethical use of AI in recruitment and prioritize transparency and explainability in their AI-driven decision-making processes. This aligns with the article's cautionary note about the potential for AI to amplify existing biases if not implemented and managed responsibly.

Authors and Contributors



Matt Pittman (matt.pittman@brandonhall.com) wrote this report. Matt brings nearly 30 years of experience developing people and teams in a variety of settings and organizations. As an HR Practitioner, he has sat in nearly every HR seat. A significant part of those roles involved building out functions in organizations and driving large-scale change efforts. As a Principal Analyst at Brandon Hall Group™, Matt leverages this in-depth experience and expertise to provide clients and providers with breakthrough insights and ideas to drive their business forward.



Michael Rochelle (michael.rochelle@brandonhall.com) contributed to this report. He is Chief Strategy Officer and Principal Analyst at Brandon Hall Group™. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



Mike Cooke (mike.cooke@brandonhall.com) is CEO and Principal Analyst at Brandon Hall Group™. Mike has more than 20 years' experience in human capital management and the research, software and technology industries. Before running Brandon Hall Group™, Mike was co-founder of AC Growth, a research and consulting firm, and VP and General Manager of Field Operations at Bersin & Associates, a global analyst and consulting services firm in all areas of HCM.



Rachel Cooke (rachel.cooke@brandonhall.com) is Brandon Hall Group's Chief Operating Officer and Principal Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15 years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.

About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.



**SOME WAYS
WE CAN HELP**

ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.

AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.