

8.16: Technology and Recruiting

Learning Outcomes

- Discuss the use of technology in recruiting

In a recruiting best practices document, database management systems provider Oracle states that implementation of recruiting best practices and supporting technology “can potentially reduce your time to hire by up to 50 percent and reduce cost per hire by up to 70 percent.”^[1]



Oracle’s best practice recommendations include the following:

- **Automate job board processes.** Leveraging automation—for example, typical capabilities such as predictive ranking—can improve candidate sourcing and screening effectiveness and efficiency
- **Build a talent pool.** Developing an internal database of qualified candidates allows the company to reduce its dependence on third-party recruiters and external résumé databases. It also allows human resource personnel to cultivate relationships and tap into a pre-qualified talent pool when an opportunity opens.
- **Socialize the search.** Go beyond job boards and use social networking sites to connect with and engage candidates. And, as mentioned in the employer branding and candidate sourcing sections, invite current employees to participate in getting the word out.

Given the dollars in play—the recruiting industry is estimated to be more than \$400 billion^[2]—there’s certainly no lack of options for automating the recruiting process. Business software solutions peer review site Capterra lists recruiting software products (487 as of August 2019!) and provides a buyers guide to assist with the evaluation and selection process. Capterra explains that “recruiting software is designed to help recruiters and hiring managers to manage recruitment drives and the overall hiring process. The recruiting system collects applicant information and allows recruiters to filter, grade, and match candidate skills against job requirements. Often, recruiting software can help recruiters post openings on multiple online job boards, connect with candidates, schedule interviews, and track their progress.”^[3]

The key benefits of recruiting automation include an integrated dashboard view and a consistent standard of candidate screening. Recruiting dashboards not only integrate data from multiple job boards, social networks, career and employee referral pages, they allow recruiters to disseminate information such as job opportunities across all channels with a single post.



Recruiting tools also help to eliminate the typical manual screening bottleneck, dramatically reducing the time it takes to arrive at a short-list of qualified applicants. This is a point emphasized in the Oracle report as well. The sorting and ranking process generally requires the most time in the hiring process and, given the relative ease of applying for jobs online, recruiters and HR staff can

easily be overwhelmed. Oracle recommends incorporating smart screening technologies—for example, using targeted questions and assessments to pre-screen candidates—to not only help identify the most promising candidates but also build a pool of prequalified and ranked candidates for future positions. As Oracle summarizes, “using smart sourcing technologies allows businesses to “recruit faster from a wider network of qualified candidates, build stronger relationships with active and passive job seekers, and earn a higher return on your sourcing investments.”^[4]

The next technology trend impacting recruiting—incorporating robotics, AI and cognitive computing—is already here, with 38% of companies surveyed in a Deloitte Human Capital Trends study expecting that robotics and automation will be “fully implemented” in their company within 5 years.^[5]

For perspective, consider the following statistics, compiled by HR solutions provider Ideal:^[6]

- 96% of recruiters believe that AI can greatly enhance talent acquisition and retention
- Recruiters believe that 100% of sourcing, screening & matching can be automated
- 65% of recruiters don’t view AI as a threat
- 33% of recruiters expect to do “more human jobs” as a result of AI

Human Resource managers also report that a lack of automation has had a negative impact on productivity (41%), increased operational costs (35%) and resulted in a poor candidate experience (17%).

? Practice Question

<https://assessments.lumenlearning.co...essments/18156>

The adoption trend is also being accelerated by sourcing platforms such as LinkedIn and Google Hire that incorporate AI. To illustrate, when a recruiter using LinkedIn’s Recruiter service types in the title “UX designer”, the system will generate related search recommendations such as interaction design and wireframing. As LinkedIn explains it: “AI looks for patterns in the answers that have led to success for similar searches before. With every successful match, we are learning how we can take what you’ve done in the past and replicate it to make your job easier.”^[7] Their closing pitch: AI allows you to help train the machines so you can spend more time focused on candidates instead of keywords. For an overview of LinkedIn’s recruiting offerings, read CIO senior writer Sharon Florentine’s overview: [LinkedIn Talent Solutions: 10 Tips for Hiring Your Perfect Match](#).^[8]

1. "Modern HR in the Cloud: Best Practices for Recruiting the Best Talent." Oracle. Accessed July 26, 2019. ↵
2. Bersin, Josh. "[Robotics, AI and Cognitive Computing are Changing Organizations Even Faster Than We Thought](#)." Forbes. March 9, 2017. Accessed July 26, 2019. ↵
3. "Recruiting Software Buyers Guide." Capterra. Accessed July 26, 2019. ↵
4. "Modern HR in the Cloud: Best Practices for Recruiting the Best Talent." Oracle. Accessed July 26, 2019. ↵
5. "[Leading with Social Enterprise: Reinvent with a Human Focus](#)." Deloitte Insights. Accessed July 26, 2019. ↵
6. Min, Ji-a. "[12 Revealing Stats on How Recruiters Feel About AI](#)." Ideal. February 1, 2019. Accessed July 26, 2019. ↵
7. Jersin, John. "[How LinkedIn Uses Automation and AI to Power Recruiting Tools](#)." LinkedIn Talent Blog. October 10, 2017. Accessed July 26, 2019. ↵
8. Florentine, Sharon. "[LinkedIn Talent Solutions: 10 Tips for Hiring Your Perfect Match](#)." CIO. May 30, 2019. Accessed July 26, 2019. ↵

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