



# Real Solutions for Real Recruiting

trovi<sup>x</sup>

March 2008

*In a recent poll of HR Leaders, 61% of those surveyed believed there was currently a war for talent. Of those companies:*

- *17% believed their company was very effective at planning for future workforce needs.*
- *16% believed their company was not at all effective.*
- *67% believed their companies were only somewhat effective.*

*– Human Resource Executive®  
Forecast 2007*

## REAL SOLUTIONS FOR REAL RECRUITING

The market for talent is a dynamic place where aggressive recruiters are using a variety of cutting-edge tools to identify and hire the best talent available. Companies that aren't staying current with recruiting practices are finding it increasingly difficult to find the talent they need.

Recruiters must constantly keep an eye on the tools, technologies and practices other recruiters in their industry are using. This is especially true of the technologies being used. With the growth of Web 2.0, recruiting technologies hold the greatest promise of disruptive change. Yet, it also serves as the driver for promising results.

This white paper reviews trends in recruiting technology and some of the recruiting practices new technologies are enabling.

### A Rapidly Changing Talent Market

There are several trends in the market for talent that are forcing recruiting departments to change their ways. The changing nature of work and the changing nature of the workforce are combining to make excellence in recruiting core to any company's strategy.

#### *The Rise of the Knowledge Worker*

The nature of work is changing as the knowledge economy puts more and more leverage on fewer and fewer people. In a manufacturing or service economy, the key to success was a large, productive workforce. Think Ford Motors or the big accounting firms.

But now, the key is a small team of superstars. The search box that made Google what it is today was built by two people. The iPod was built by a handful of people. National law firms have key strategic practice areas based on the leadership of a few attorneys.

The small differences that make companies stand out from each other and win in the marketplace are the products of individuals and small teams. Research consistently shows the difference in output between an A player and a B player is tremendous. In this economy, recruiting needs to focus not on processing applicants, but on proactively identifying and recruiting the very best talent.

#### *The Retirement of the Baby Boom*

At the same time, skilled workers are becoming more and more critical. The retirement of the baby boomers means there is a gap not only in the number of available workers to fill open positions, but also a gap of knowledge and experience that can only be gained over time. It is estimated that at some point in the not-so-distant future, there could be 4 million more jobs than candidates available to fill them. Recruiters will need to respond by broadening their reach and creating ever-expanding talent pools.

#### *The Next Generation of Job Seekers*

As recruiters are looking to broaden their reach, the traditional recruiting tools are becoming less useful. Changes in technology and the rise of Gen Y and Millennials are giving rise to whole new recruiting processes. Job boards, while

*Retaining or hiring older workers also gives employers the loyalty advantage. According to a recent study, workers age 55 to 64 have been in their jobs three times as long as their younger counterparts. The study, released late last year by the Bureau of Labor Statistics, revealed that 25-34 year-olds averaged 2.9 years at the same job, while 55-64 year-olds averaged 9.3 years. Since turnover is costly . . . the retirement-age worker may hold more advantages than the recent college graduate.*

*- by Resume to Referral*

- 33.9% of all open positions were filled by internal transfers and promotions.
- Referrals (25.6%) are arguably the #1 external source with employee referrals making up 95% of all hires in this category.
- The Internet is increasingly the major means to apply and communicate no matter what the original source.
- 20.7% of all external hires attributed to "company website".
- Hires attributed to specific job boards and generic niche boards represent 12.3% of external hires. (This is a significant jump over the 5-7% often reported in recent years.)
- Importantly, the largest trends were the growth of re-hires as a source of hire and the emergence of search engine advertising.

*- A recent hiring survey by CareerXroads*

easy to post to and use, are no longer finding the quality or quantity of candidates desired. Despite being able to offer access to millions of profiles or resumes, candidate databases offer poor tools for winnowing five thousand potential candidates down to the one most qualified candidate.

Meanwhile, younger workers are far more likely to change jobs when the right opportunity comes to them, even though they are less likely to job hunt. The Conference Board reports that 55 percent of employed people are unsatisfied with their current job. Yet other surveys show that only 16 percent of people are job hunting. In this environment, the critical recruiting ability is to identify the right talent to pursue, rather than wait for applicants.

## Updating the Recruiting Function

Most recruiting processes are designed for a different talent market and with different available technologies. There are three areas that companies should review to ensure that they are structured to succeed in recruiting.

### ***Candidate Relationship Management***

Many companies have recruiting processes that are surprisingly wasteful in terms of taking advantage of the candidates they do have. When new positions become available, employers fail to review the resumes in their database for qualified people. Even candidates who have been short-listed for other positions end up being forgotten. Additionally, the recruiting process can take so long that the best candidates are off the market before the company is able to hire them.

Companies who manage their relationships well with candidates can significantly shorten their time-to-hire. Important measures include identifying and communicating with top talent, even when there isn't a position for that person, and maintaining communications with candidates who have been rejected, especially if they may be a fit later. Most importantly, candidates must feel like they are being treated as individuals. Career site spam doesn't build the relationship that a single, personalized note can.

### ***Centralized Talent Pool***

A centralized talent pool can be one of the best competitive advantages. It enables hiring managers and recruiters to do proactive recruiting, build relationships with candidates, and consider these individuals even before positions become available. A centralized talent pool can also be helpful in letting recruiters and hiring managers review the types of resumes that might be good for a position before the recruiting starts. It is important for recruiters and hiring managers to understand and share the types of candidates who have previously applied and where they may be a good fit.

### ***Collaboration***

The hiring process should not be just the series of steps completed to hire a candidate. It should be a collaborative practice between recruiters, hiring managers, and candidates. From requirements definition, modification, candidate sourcing and review, recruiters and hiring managers need to be in sync to hire quickly. Communicating face-to-face is not always possible or efficient so the tools and technology you use should support and foster collaborative information flow, communications tracking, and easy methods to enter and share feedback. Collaborative recruiting and hiring is being fast, responsive, and proactive.

## Recruiting Process and Applicant Tracking Systems

Many companies are now using Applicant Tracking Systems (ATS) and the adoption rates for these solutions are increasing. Because many recruiting practices are often dictated by the structure of the ATS, it's critical that companies select an ATS that supports their strategic recruiting objectives.

### *What to Look for in a Solution Provider*

When looking for a company to automate your hiring processes, be sure to consider the following requirements:

**Intelligent Data Management:** Make sure the solution has an intelligent approach to managing the resumes you add to your talent pool. It should include truly intelligent search, automatic duplicate detection, and the ability to consider candidates for all the jobs they're qualified for rather than just the positions they've applied to. Getting candidates into your talent pool is expensive and time-consuming. An ATS that doesn't help you get the most out of your talent pool isn't worth the money.

**Collaboration and Communications:** Teams must work closely to fill jobs quickly. When a qualified candidate is open to being recruited, recruiters and hiring managers have to work fast in order to hire that candidate while the candidate is still on the market. Communications, tight feedback loops, and the ability to work within the same application are critical for success. An ATS must provide tools that enable and support close collaboration between everyone on the recruiting and hiring team.

**Speed for Candidates:** The more time it takes to find and apply to a job, the less likely a star candidate will complete the application process. Systems that require candidates filling out forms, logins, passwords, or other steps, may save time on the back-end for recruiters, but they discourage candidates. The best systems allow candidates to submit resumes in any format and have the system parse their resume and manage the process for them.

**Speed for Recruiters:** A common complaint about workflow tools is that they take time away from the real work that needs to get done. "Too many clicks" means users won't use the system, and any benefits it may have provided will be lost. A tool must support the way recruiters and hiring managers work rather than trying to reshape their work patterns.

*"Trovix has rapidly made its mark as an innovator in the HR industry through the company's incorporation of cutting-edge search technology into its ATS. By adding this twist to traditional recruiting, Trovix Recruit™ is changing the way recruiters find top candidates. As the war for talent heats up, finding the best candidates quickly is more business-critical than ever."*

*- David Shadovitz, chairman of the HR Technology Conference & Exposition, and editor and publisher of Human Resource Executive*



## The Trovix Advantage

Trovix Recruit™ helps you accomplish your recruiting and hiring goals easily, efficiently, and consistently. As the winner of the *Human Resources Executive*® magazine's 2006 Top HR Product of the Year Award, Trovix Recruit was recognized for and continues to be known as a recruiting tool for forward-thinking recruiting organizations to strategically target and recruit the best talent available.

Trovix Recruit provides competitive recruiting advantage in three areas: intelligent search, collaborative workflow, and overall ease-of-use.

### ***Intelligent Search***

The Trovix search technology is unlike any other on the market today. Trovix Recruit provides human-level understanding of documents and skills, allowing users to get far more value from their corporate talent pool.

**Multiple or different meanings:** Harvard can mean any of the following:

Harvard = the university

Harvard, MA = the town

Harvard Apparatus = the company

John Harvard = the person

1425 Harvard Street = the address

Trovix Recruit understands the context in which the term Harvard is used and will not give credit for a degree from Harvard when a candidate is a former employee of Harvard Apparatus.

**Spelling Errors:** Trovix Recruit can accommodate common spelling errors on candidate resumes, in job descriptions, and search queries.

**Abbreviations:** Trovix Recruit understands and normalizes common abbreviations and variations on words; a search for MBAs will also find M.B.A.s and people with Masters of Business Administration. UC will be understood as University of California when it's next to Berkeley and University of Colorado when it's next to Boulder.

**Learning Based on Feedback:** As users of Trovix Recruit react to and rate candidates, Trovix Recruit learns their distinct preferences and can personalize search results accordingly. Over time, Trovix Recruit customizes search results to match the preferences of users, departments and companies.

**Scoring Based on Depth and Recency of Skills:** When Trovix Recruit finds skills on a candidate's resume, it takes into consideration how long and how recent the candidate performed the desired work. If you want an experienced software tester, it's likely that someone with only a couple years of experience would not be best for the position. Likewise, if you're looking for an accounts receivable clerk, you'd likely want someone who is currently doing accounts receivable work rather than someone who did that type of work 15 years ago at the beginning of their career and may no longer do so.

**Automatic Duplicate Detection:** Trovix Recruit is the only applicant tracking solution that uses intelligence in identifying when a candidate appears twice in the corporate talent pool. This intelligent search technology finds duplicates based on similarities of background and experience rather than matching contact information, document name, and other factors. Trovix Recruit identifies duplicates submitted by agencies, and candidates who reapply even after they've been screened.

### ***Collaborative Workflow***

The ability for recruiters and hiring managers to be able to share information and work quickly as a team is critical for recruiting in an environment where the best candidates are not on the job market for long.

**Emails with Actions:** Requiring users to log into a system in order to provide feedback, approve requisitions, or get the latest status on their

*Trovix Recruit expedites the hiring process, improves the quality of hires, reduces recruiting cost, and streamlines the overall process by quickly ranking the best candidates for each position. Designed with input from industry experts and end-users, Trovix Recruit is not only a comprehensive, easy-to-use solution, it also incorporates essential features and benefits for successful recruiting, such as automatic data capture for compliance requirements, a communications module, and custom reports.*

position slows down the recruiting process and makes it harder to keep everyone in synch. Trovix Recruit sends emails that can capture feedback from within MS Outlook or other email applications so users don't need to break from what they're doing to move the process forward.

**Automatic Alerts and Reminders:** Trovix Recruit provides a variety of automatic alerts to make sure recruiters and hiring managers are always aware of important events. For example, when a new candidate appears in the database and scores highly for a job, the recruiter for that job can receive an alert. Additional alerts are generated for new applicants, status changes, etc. Reminders for tasks and follow-up items are also provided.

**Fast Rating of Candidates:** With one click, Trovix Recruit provides users with the ability to rate candidates quickly on a five-star scale. Ratings can be given from an email so recruiters and hiring managers don't need to navigate away from another system to respond. Users are more inclined to give feedback on candidates if the process is fast and easy.

### ***Ease-of-Use***

An applicant tracking tool that isn't easy to use won't get used, regardless of what other benefits it provides. Trovix Recruit is designed with an intuitive interface and the ability to navigate the application with a minimal number of clicks. All vendors claim ease of use, but Trovix Recruit delivers a truly powerful full-featured application that will be adopted by recruiters and hiring managers alike.

**Minimal Clicks and Windows:** Too many clicks and too much navigation are common complaints about applicant tracking tools. The design of Trovix Recruit emphasizes the speed of getting people to where they want to go, generally in as few as one or two mouse clicks.

**Intuitive Workflow:** Trovix Recruit clients find they need to provide much less training to internal users than with other workflow tools because the system has a clean, intuitive layout that makes it easy for new users to understand.

**Customizable for Groups and Individuals:** Trovix Recruit is designed to be highly configurable to match the needs of many recruiting styles. As the system is configured for each customer, the flows and defaults are set to match that company's overall recruiting style. Then, each user within the bounds of their permissions can change their personal settings to have the system work the way they do. From landing pages to notification of events, users have the control they need to have Trovix Recruit support the way they want to work.

No other ATS on the market today provides a more comprehensive, technically-advanced search and match solution. To learn more about **Trovix Recruit** or other Trovix product offerings, please call us at 1.866.4TROVIX or visit us at [www.trovix.com/employers](http://www.trovix.com/employers).

Trovix and Trovix Recruit and the Trovix logo are trademarks of Trovix, Inc. All other company and product names may be trademarks or registered trademarks of their respective companies.