



Assignment 1

How digital recruitment impact talent recruitment process

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Environment

28.6%

of employees will leave their jobs in 2018 to go to work somewhere else

33%

of employees will leave their jobs each year by 2020 to go to work somewhere else



1. Increasing company vacancy worldwide

28.6% Employee will leave their jobs in 2018, 11% more than 2017 (Mahan et al, 2018)

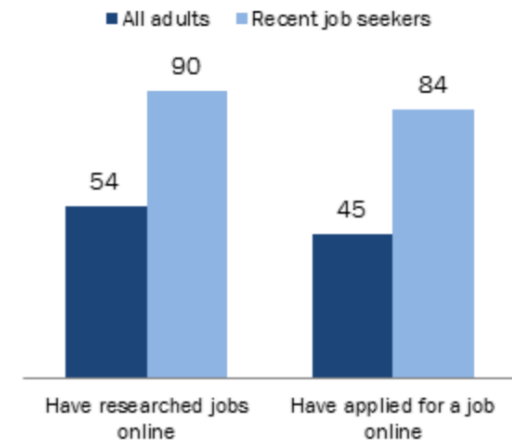


2. Jobs seeker use internet for new jobs

90% jobs seeker apply jobs online (Smith, 2015)

Researching and applying for jobs online is nearly universal among recent job seekers

% in each group who ...



Note: "Recent job seekers" are defined as those who have looked for a new job in the last two years.

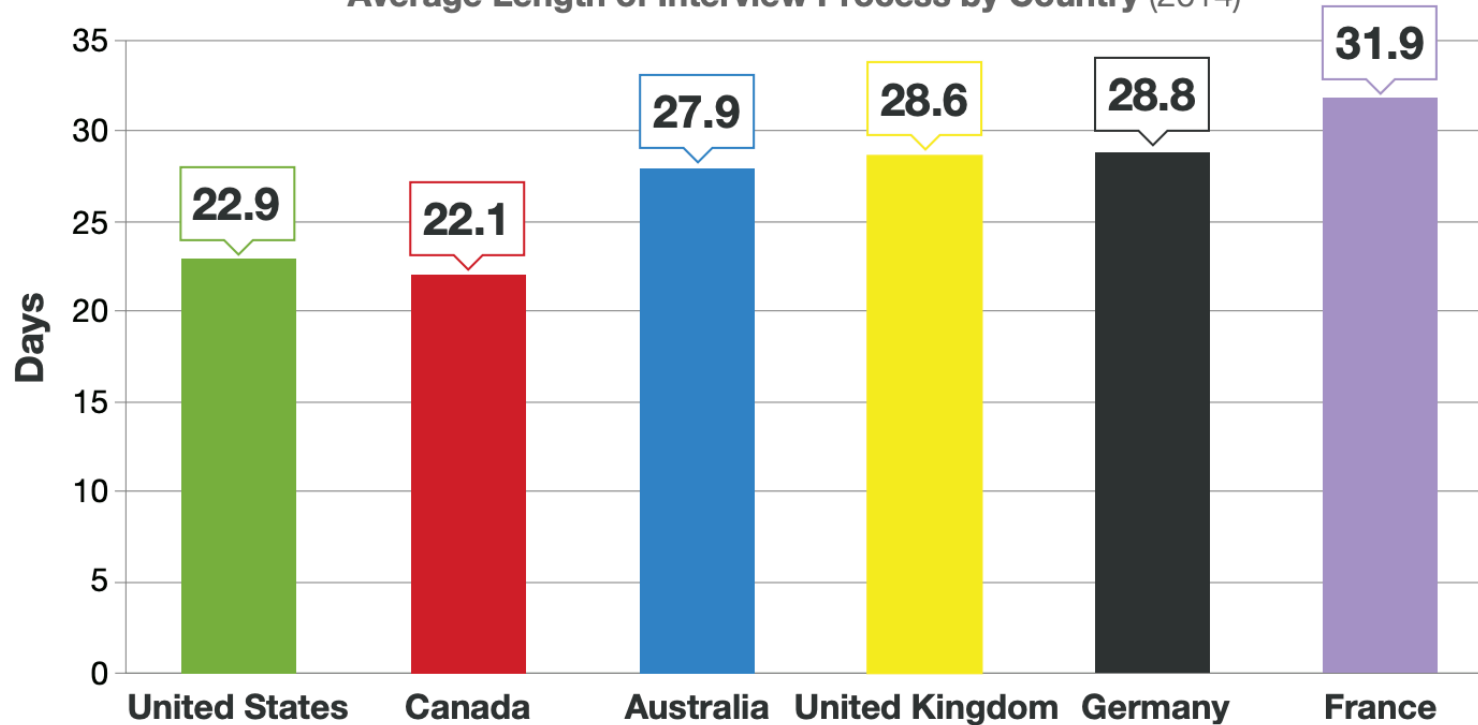
Survey conducted June 10-July 12, 2015. Sample size = 2,001

PEW RESEARCH CENTER

Environment

Figure 1. Average Length of Job Interview Processes Varies Widely by Country

Average Length of Interview Process by Country (2014)



3. Increasing time of hiring

Average: 19 days

- 1 day to see an application
- 3 days in review
- 9 days to interview
- 6 days to make an offer (3)

2017 the average time-to-hire was 23.8 days, up from 13 days in 2010 according to Glassdoor findings.



Sources: Chamberlain, A., 2015. Why is hiring taking longer? New insights from glassdoor data. *Glassdoor*.

Talent recruitment

	Employment Agency	Referral Program	Digital Recruitment
Time	Relatively Long	Passive recruit	Real-time search and response
Cost	High 15% and 20% of a candidate's first annual salary,	Average ranging from USD1,000 to USD3,000	Low ~ USD100 / month
Pool of Candidate	Depends on the post, usually limited	Very limited	Large pool of candidate

Digital Recruitment

Artificial Intelligence

3

- With the help of A.I.,
- Recruiter can easily find the suitable candidate
- With similar background or qualification
- Look for specific skill set and experience or even

2

Post Jobs ads

Job vacancy

1

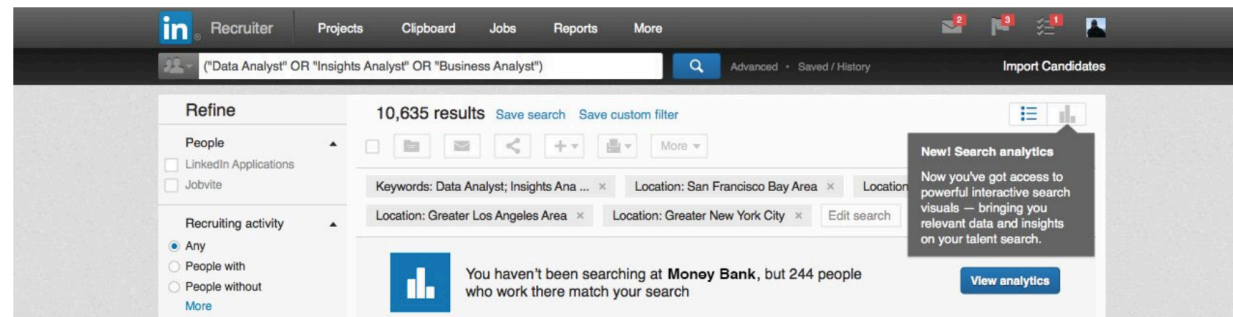
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Big Data

- Company can create a data set for better performance recruits
- Analyze staff retention rate

5

Job vacancy filled



Data matters for finding talent faster & more efficiently

Talent acquisition teams with mature analytics are:

2X

more likely to improve their recruiting efforts; and

3X

more likely to realize cost reductions and efficiency gains

¹ Bersin by Deloitte, WhatWorks Brief: High-Impact Talent Analytics - Building a World-Class HR Measurement and Analytics Function, (Oct 2013).

(Lee, 2016)

*"The old fashioned fuddy-duddy HR department is changing. The Geeks have arrived. Today, for the first time in the fifteen years I've been an analyst, human resources departments are getting serious about analytics. And I mean serious."*²



Josh Bersin

Principal and Founder
Bersin by Deloitte

² Forbes, The Geeks Have Arrived in HR: People Analytics Is Here, (Feb 2015).

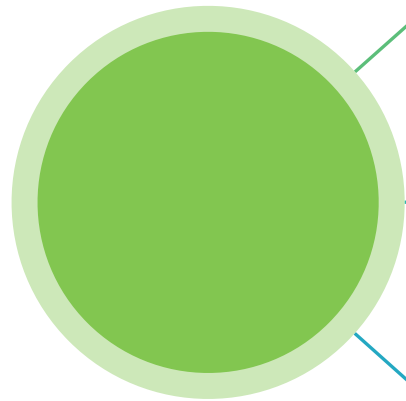
Example - Programmer



**Specific
Skill set**

Programming
Language

Oracle, C++
programming,
SAP experience



**Global
Hiring**

With the help of digital
transformation
Company can effectively seek
for talent all around the world

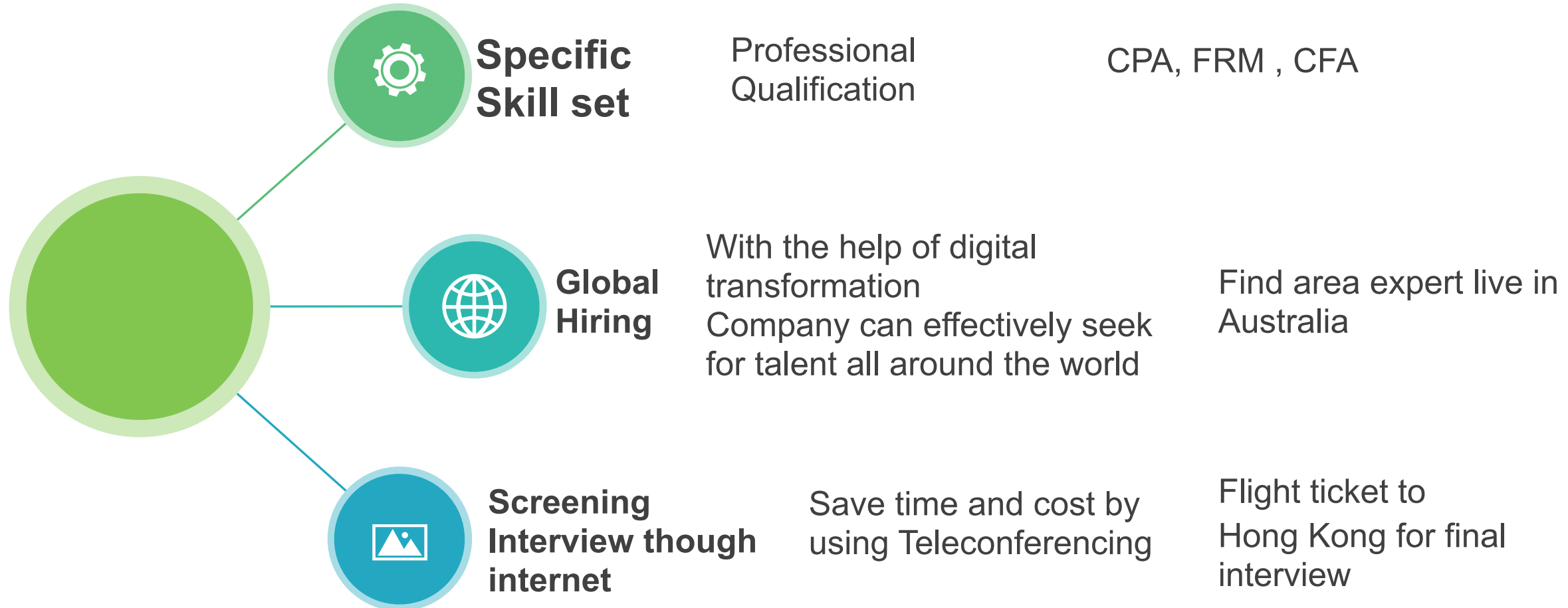
Find cybersecurity
expert in Taiwan



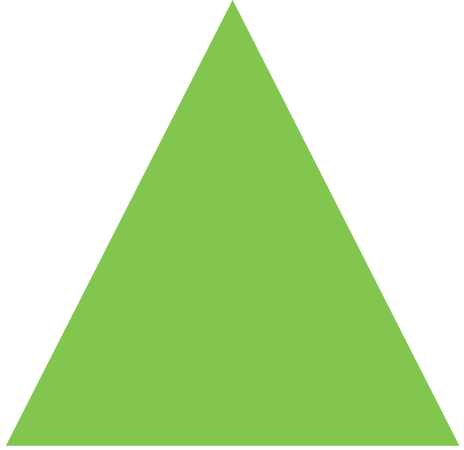
**Screening
Interview though
internet**

Save huge amount of
time and pick the best
candidate

Example - Financial controller



Desirable and undesirable outcomes



- ▶ Replace traditional recruitment method which is time consuming (Koch, Gerber, Klerk, 2014)
 - ▶ Diversity culture might benefit company
 - ▶ Cost saving (Parveen, 2015)
 - ▶ More chance to find the most suitable employee
 - ▶ More international opportunity
-



- ▶ Single way of hiring might lead to limited type of candidate (Darrow, 2017)
- ▶ Business Competitor might know your future business direction
- ▶ Candidate's retention rate is not easy to control

Challenges



**Large pool of
job vacancy**

Cultural Diversity

**Background
Verification**

Challenges

1

**Large pool of
job vacancy**

2

Cultural Diversity

3

**Background
Verification**

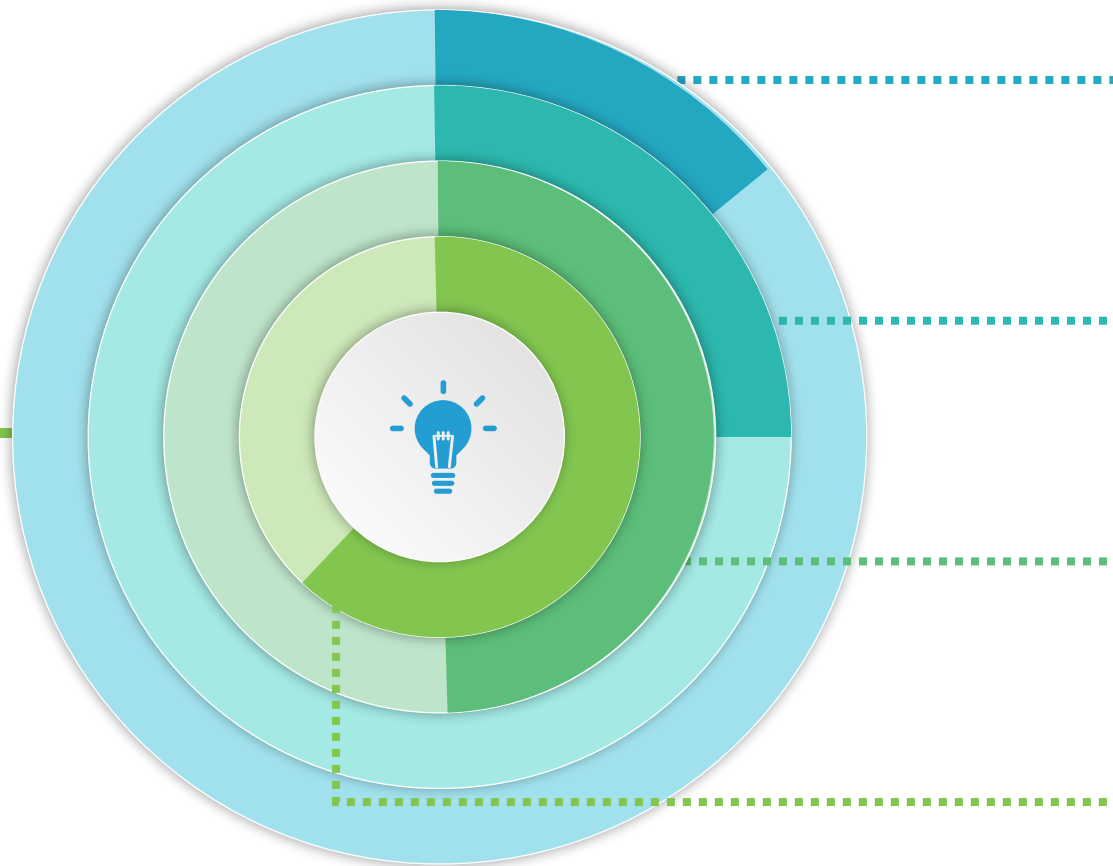
Limitation



**Not all levels
and industry are
suitable** (Houran, 2017)

**Depends on
HRM skill on IT
and big data**

Recommendation



Set accurate job exception to candidate



Use multiple tools and social media platform for recruitment



Be objective on candidate online profile



Set guideline to Human resources team on what kind of jobs it suitable to use digital recruitment

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