10 TECHNOLOGIES TO HELP BUILD A MORE DIVERSE WORKFORCE

INNOVATION LOOKBOOK SERIES

RESOURCESOLUTIONS

"Through technological advances, organisations are increasingly using their data to improve employee engagement and tackle diversity and inclusion issues. Organisations are utilising tools such as psychometric tests and video interviewing to help remove biases, creating a fairer way to screen candidates in the recruitment process. However, it is important to ensure that whatever technology is used is bias free and coded correctly, with those operating the systems having received unconscious bias or other relevant training."

Denise Keating
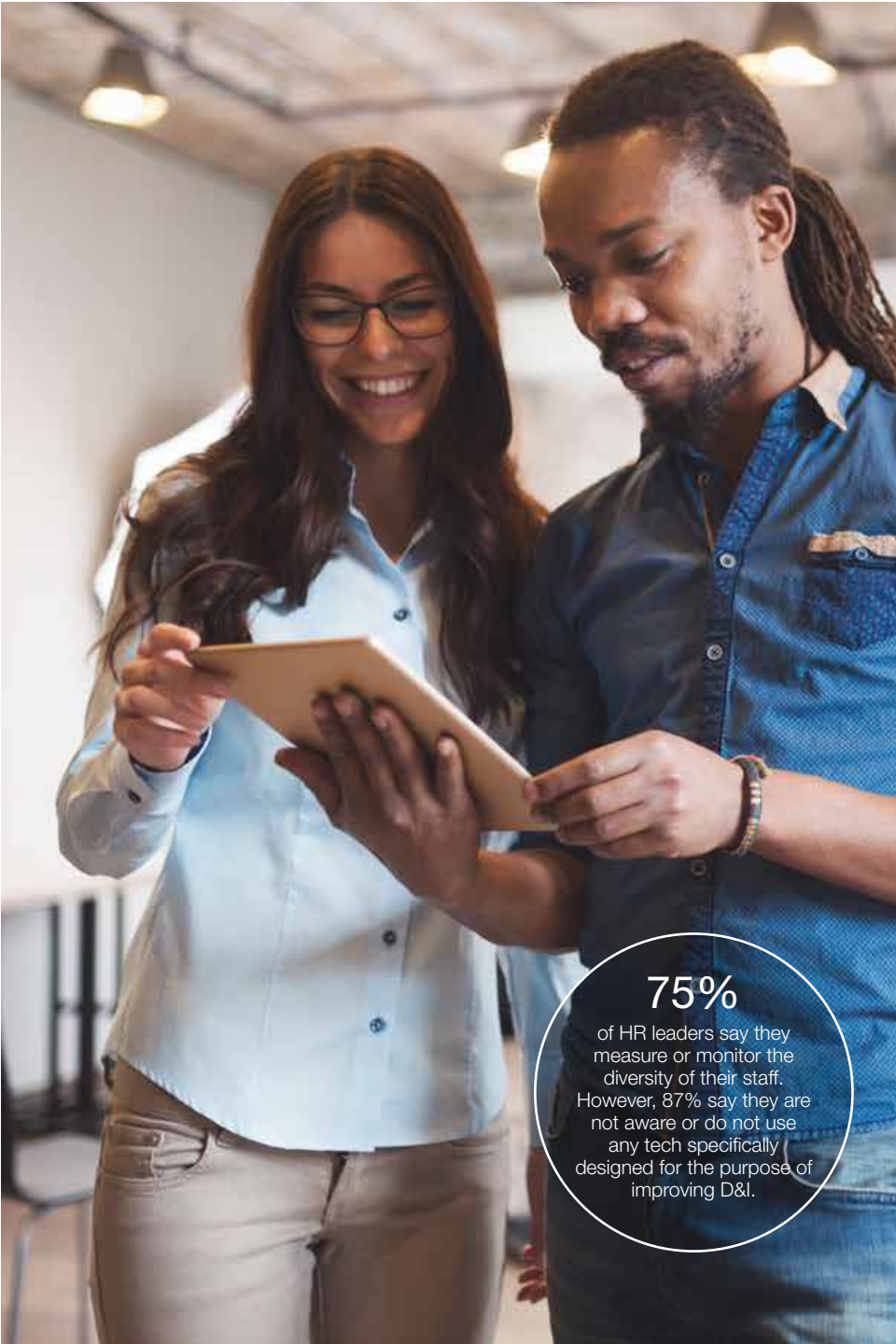CEO, Employers Network for Equality & Inclusion

CONTENTS

INTRODUCTION

Increasing diversity and inclusion is the workplace is not a new agenda point for HR leaders. New tools and technologies are increasingly coming into the fold, aimed at assisting people leaders in this space.

We surveyed 300 HR and talent acquisition leaders across the UK to find out how technology is impacting their quest for a more diverse workforce.

62% of HR leaders in the UK say that increasing the diversity of their workforce is high on their priority list this year. Yet 87% of HR leaders are not aware of, or do not use, any technology specifically designed for the purpose of improving diversity and inclusion in the workplace.

From artificial intelligence (AI) insights to video interviewing apps, knowing which products are right for you can prove tricky. Our Innovation team at Resource Solutions has unpicked and trialled select, key platforms to help their clients engage with more diverse talent.

This Innovation Lookbook will help you discover new tools and tech that can help your business access new pools of talent, and recommends solutions to challenges faced when cultivating an inclusive workforce.

This eBook was produced in partnership with:

enei

75%
of HR leaders say they measure or monitor the diversity of their staff. However, 87% say they are not aware or do not use any tech specifically designed for the purpose of improving D&I.

KEY STATISTICS

43%

of HR leaders feel that encouraging innovation and increasing productivity are the most important benefits of fostering an inclusive workforce.

57%

HR leaders' employers feel that the recruitment tools they are currently using are not effective at recruiting from a diverse range of backgrounds.

62%

of HR leaders feel that increasing the diversity of their workforce is a high priority.

99%

of HR leaders feel that using inclusive language in job advertisements is effective when attracting a diverse range of candidates.

99%

of HR leaders feel that providing training for hiring managers to ensure objectivity when interviewing candidates is effective when attracting a diverse range of candidates.

75%

HR leaders' employers say they measure or monitor the diversity of their staff.

However,

87%

say they're not aware or don't use any tech specifically designed for the purpose of improving diversity and inclusion in the workplace.

58%

HR leaders' employers have a programme in place to recruit an inclusive workforce.

However, only

37%

have a programme in place which focuses on retaining an inclusive workforce.

64%

of HR leaders feel that cost is the biggest obstacle when it comes to adopting new recruitment technology

95%

HR leaders employers find that using meritocratic recruitment is effective when helping to attract a diverse range of candidates

89%

of HR leaders believe that unconscious bias is very likely to impact recruitment decisions

OUR INNOVATION COMMITMENT TO YOU

Our Innovation team is dedicated to researching new ideas to enhance our service to our clients. We track consumer trends and identify early changes in the recruitment market as the impact hits.

We are always happy to book in a time to present one of our workshops which identify "The Top Recruitment Trends Now!" and facilitate discussion around priorities for your organisation, before formulating your own innovation roadmap.

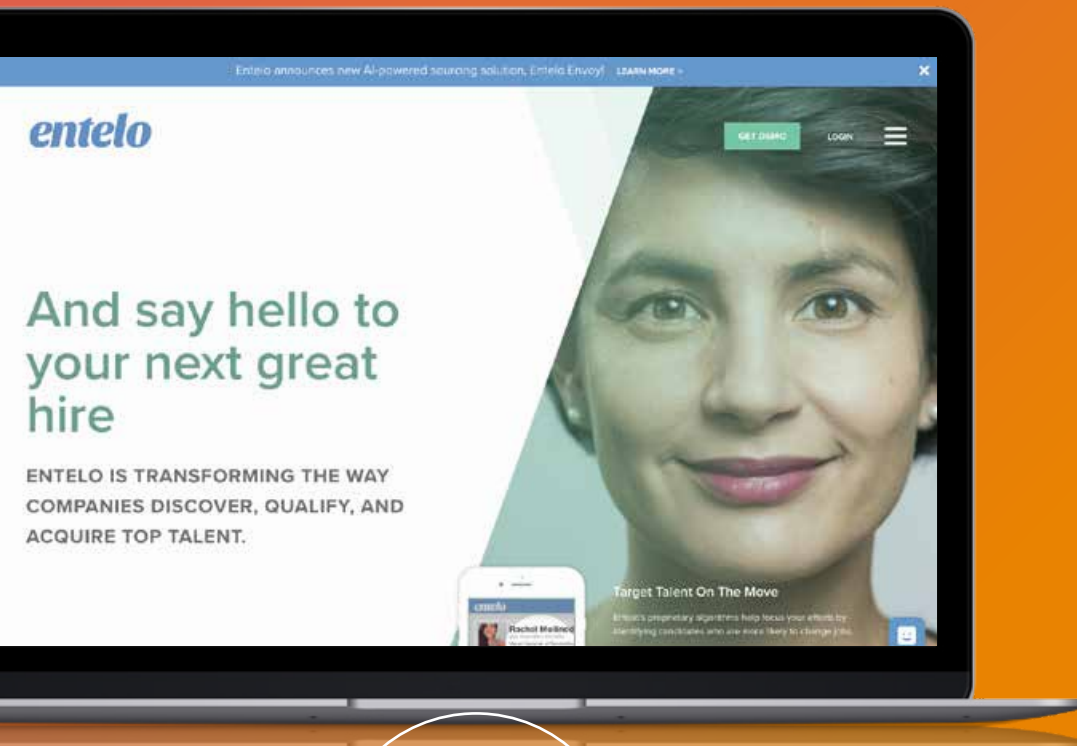## IF YOU WOULD LIKE TO KNOW MORE, PLEASE FEEL FREE TO CONTACT US

Faye Walshe, Global Director of Innovation

Tom Lakin, Innovation Manager

Entelo

- Entelo leverages big data, predictive analytics and social signals to help recruiting organisations find, qualify and engage talent.

- Primarily for technology recruiters, Entelo claims their predictive "More Likely to Move™" algorithm can identify which candidates are most likely to change jobs.

- Entelo's Stack product is a sophisticated analytics solution that enables recruiters to rank job candidates against open vacancies.

- Entelo launched 'Envoy' in October 2017. Entelo Envoy gathers information about a recruiter's open job, doing so automatically by parsing the job description, and recruiters can also add extra information that may be useful. After that, Envoy goes to work in the background, identifying the best-fit candidates and automatically beginning the outreach process.

- Clients include Visa, Facebook and Salesforce.

CLICK HERE TO READ FULL CASE STUDY

"Enabling true social sourcing from one simple-to-use location"

- Tom Lakin, Innovation Manager

NEW MARKET ENTRANT

MARKET PLAYER

ESTABLISHED

SEARCH   PREDICTIVE ANALYTICS   SOCIAL RECRUITING

43%
of HR leaders feel that key benefits of fostering an inclusive workforce is increased creativity, innovation and productivity.

And say hello to your next great hire

ENTELO IS TRANSFORMING THE WAY COMPANIES DISCOVER, QUALIFY, AND ACQUIRE TOP TALENT.
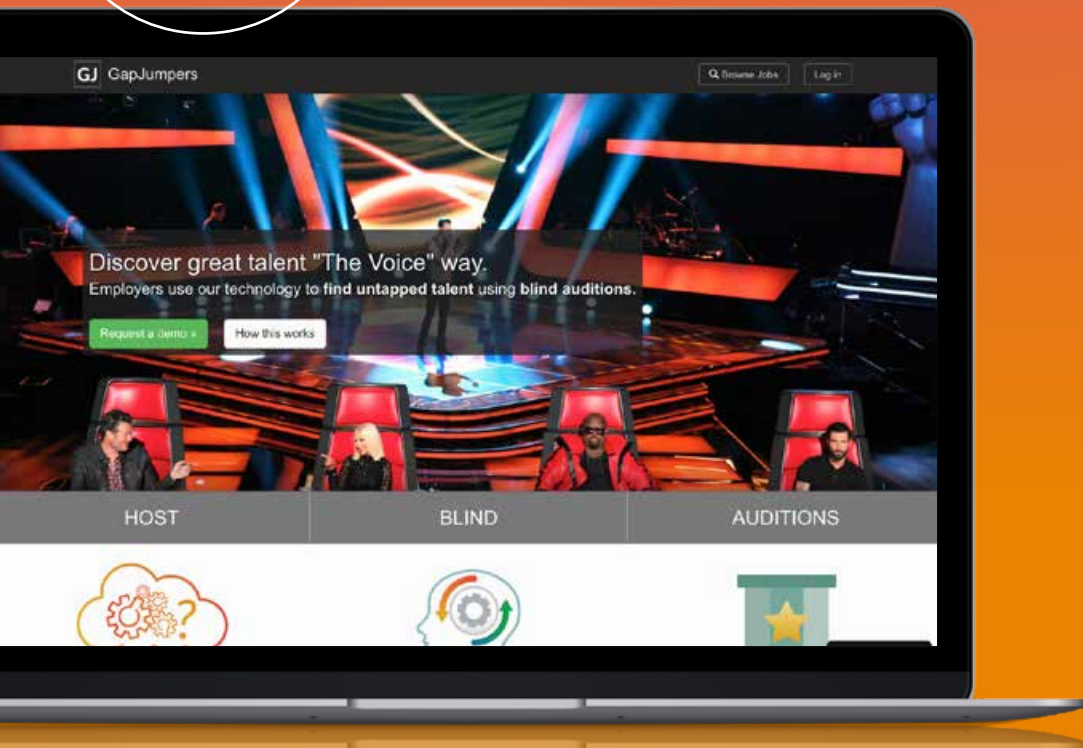
95%

of HR leaders find that using meritocratic recruitment is effective when helping to attract a diverse range of candidates.

GapJumpers

FREE $ $ $ $

- GapJumpers is a US start-up which aims to remove bias by allowing 'blind' applications to be judged on merit and ability alone by removing CVs from the hiring process.

- Applicants complete a bespoke challenge and receive a score. Applications are reviewed by the prospective employer and interviewing decisions are made.

- Early adopters include The Guardian and the BBC.

NEW MARKET ENTRANT

MARKET PLAYER

ESTABLISHED

ASSESSMENT

HireVue

- More than simply a video interviewing platform, HireVue have repositioned themselves as a 'video intelligence solution',with solutions for IT assessment and interview scheduling.

- HireVue combines predictive organisational science with AI to allow companies to augment human decision-making in the hiring process.

- Using AI, candidates' video responses are scored against a sophisticated model of most desirable competencies and attributes - providing what HireVue claims is a "validated prediction of job success".

"AI is in almost all HR Tech this year, but few have incorporated it in their core product as brilliantly as Hire Vue. Our clients love the seamless candidate experience and assessments. This innovation doesn't come cheap though, that's why HireVue isn't always the first choice for our clients".
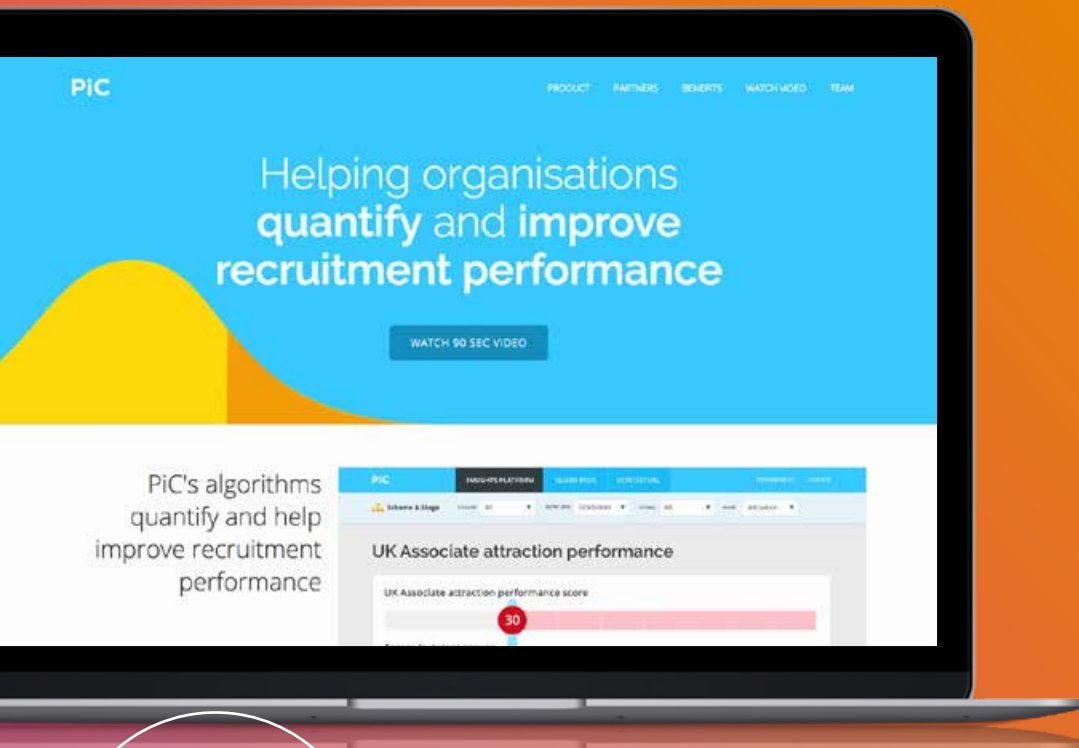
- Faye Walshe, Global Head of Innovation

☐ NEW MARKET ENTRANT

☐ MARKET PLAYER

☑ ESTABLISHED

VIDEO INTERVIEWING   ARTIFICIAL INTELLIGENCE   DATA VISUALISATION

PiC

FREE 💲💲💲 $

- PiC (Performance in Context) leverages open source data to provide employers with a rich understanding and context of their early career applicants' academic qualifications.

- PiC uses government data to assess social deprivation and school performance to identify exceptional performers who could previously have been ignored.

- Similar contextual recruitment software was widely adopted in the legal sector in 2015 to improve social mobility and diversity in law firms.
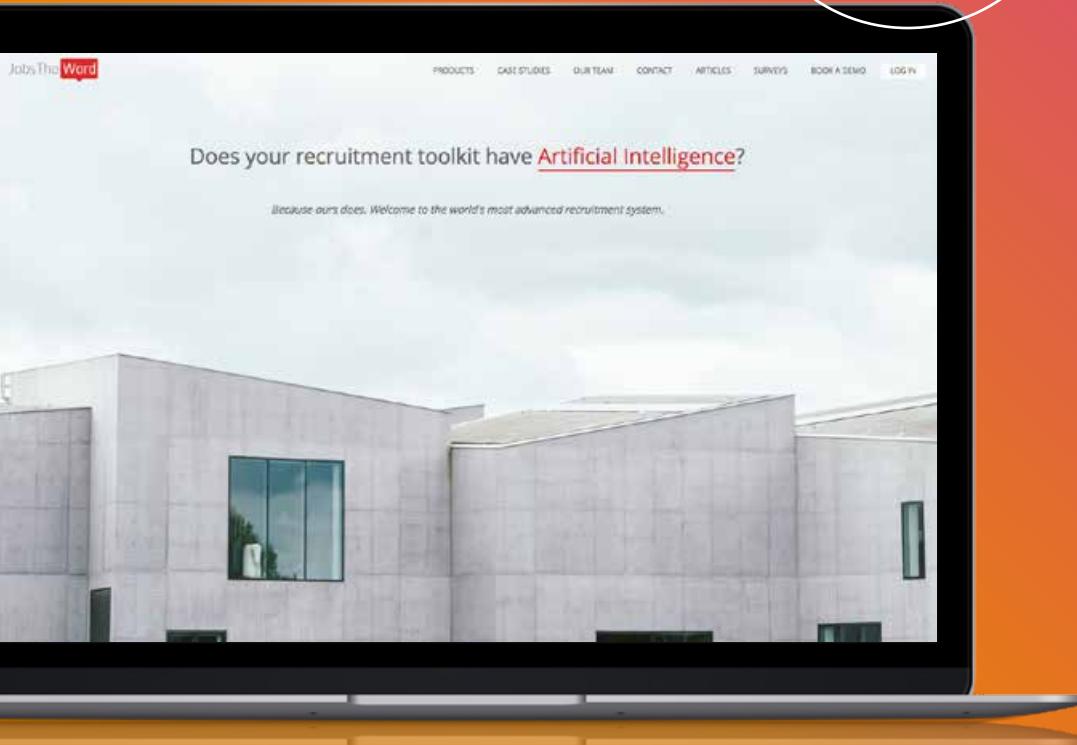
56%
of employers feel that the recruitment tools they are currently using are not effective at recruiting from a diverse range of backgrounds.

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✏ MARKET PLAYER

✏ ESTABLISHED

JobsTheWord

FREE $ $ $ $

- UK-based JobsTheWord is a talent data and advertising platform that provides one of the only sources of both talent supply and talent demand data.

- JobsTheWord has two main products: one is the data and insights platform, and the second is the advertising platform which allows highly targeted email campaigns to be sent.

- The platform is positioned to support the increasing focus on talent pooling by engaging with talent based on data (e.g. female developers near London).

"JobsTheWord has been around for years, but it seems to have found its niche recently. JobsTheWord has multiple use cases: location strategy, talent pooling, salary benchmarking, diversity data and location marketing. The product resonated with our clients this year, though we hope to see broader geographic coverage."

-Tom Lakin, Innovation Manager

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SEARCH · ARTIFICIAL INTELLIGENCE · SOCIAL RECRUITING · ADVERTISING

LaunchPad Recruits

FREE $ $ $ $

- LaunchPad is an established video interviewing platform that has evolved considerably since its inception.

- LaunchPad has third-party assessment and rich data assessment integration that ranks it above its competitors.

- LaunchPad's VERIFY™ uses data analytics to provide insights on recruitment processes and reviewer behaviour – it can advise on flagging wrong decisions.

- LaunchPad's Predict software can identify high-performing potential candidates by assessing their complexity of language, how they talk (sound) and assessing visually.

"Each main video interviewing platform has its own particular strength, but Launchpad shines when it comes to diversity and meritocratic recruitment.   Want to flag overly harsh or generous interviewers? No problem. Want to identify pockets of potential bias? Again, no problem..."

-Tom Lakin, Innovation Manager

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VIDEO INTERVIEWING   ARTIFICIAL INTELLIGENCE   DATA VISUALISATION

99%
of HR leaders feel that providing training for hiring managers to ensure objectivity when interviewing candidates is effective when attracting a diverse range of candidates

The Muse

- A popular US careers website featuring transparent 'behind- the-scenes' insight into company culture, office tours, coaching and employee insights for a new generation. Replaces the notion that candidates want to search for job ads alone.

- The Muse aims to "help people find meaningful jobs at the best companies". A lofty aim but The Muse has revolutionised employer branding in the US, with 50m visitors per year.

- The approach and identity of The Muse resonates with female talent, who make up 65% of the site's visitors.
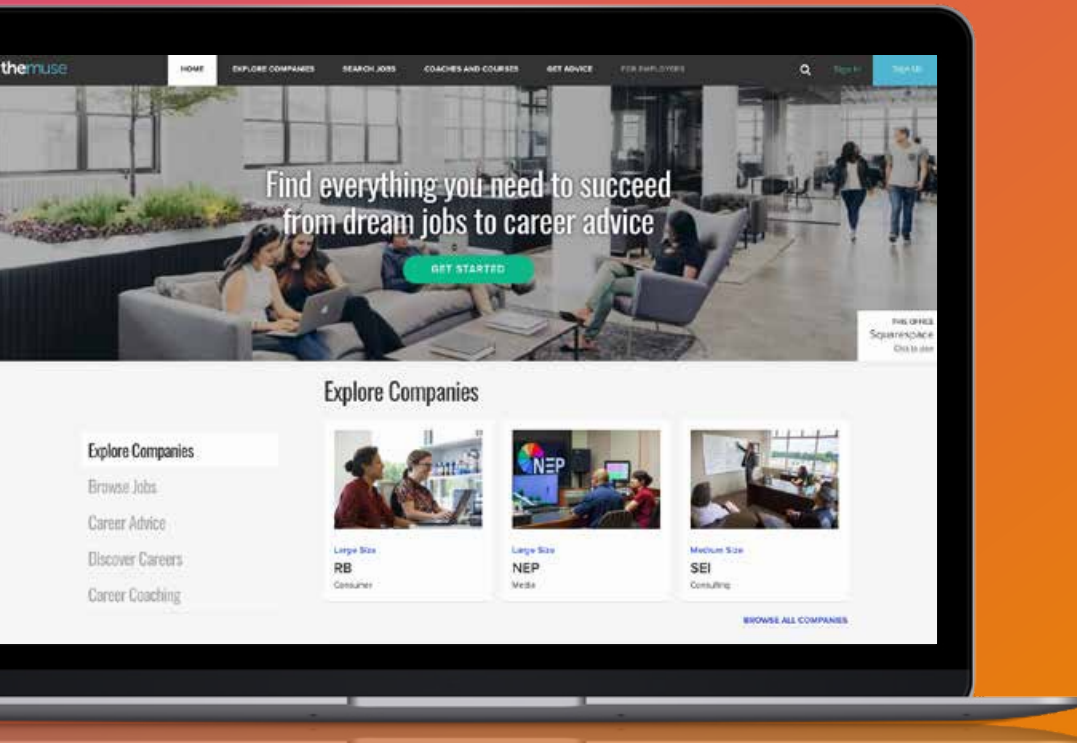
"We love the concept of The Muse! Their fresh approach and user experience borrows from familiar consumer sites like AirBnB rather than traditional corporate career sites. However, for The Muse to be more effective – the images and content must be authentic, and in this respect, The Muse still has some way to go."

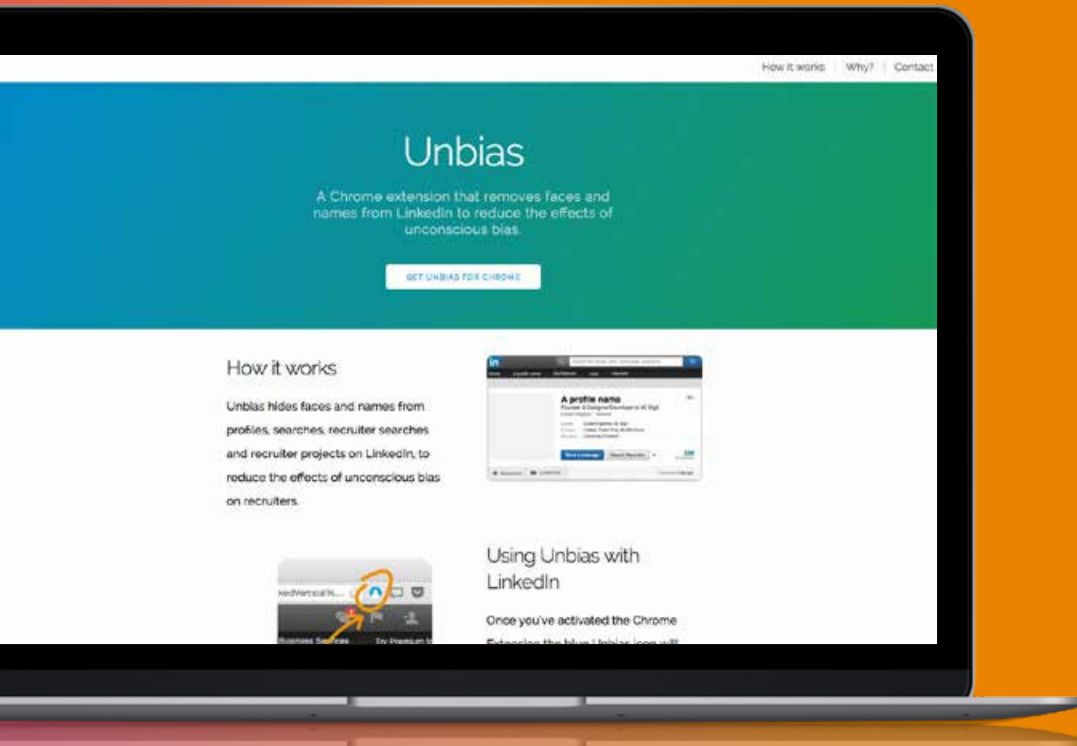- Faye Walshe, Global Head of Innovation

NEW MARKET ENTRANT

MARKET PLAYER

ESTABLISHED

ADVERTISING

WORKPLACE TRANSPARENCY

89%
of HR leaders believe that unconscious bias is very likely to impact recruitment decisions.

Unbias

FREE $ $ $ $

- Unbias is a Chrome extension that removes faces and names from LinkedIn to reduce the effects of unconscious bias.

- Studies show we can exhibit unconscious bias toward or against certain genders, ethnicities or visual traits.

- LinkedIn displays names and profile photos and recruiters can be susceptible to bias which might affect their overall perception of a candidate's ability.

CLICK HERE TO READ FULL CASE STUDY

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[✎] MARKET PLAYER

[✎] ESTABLISHED
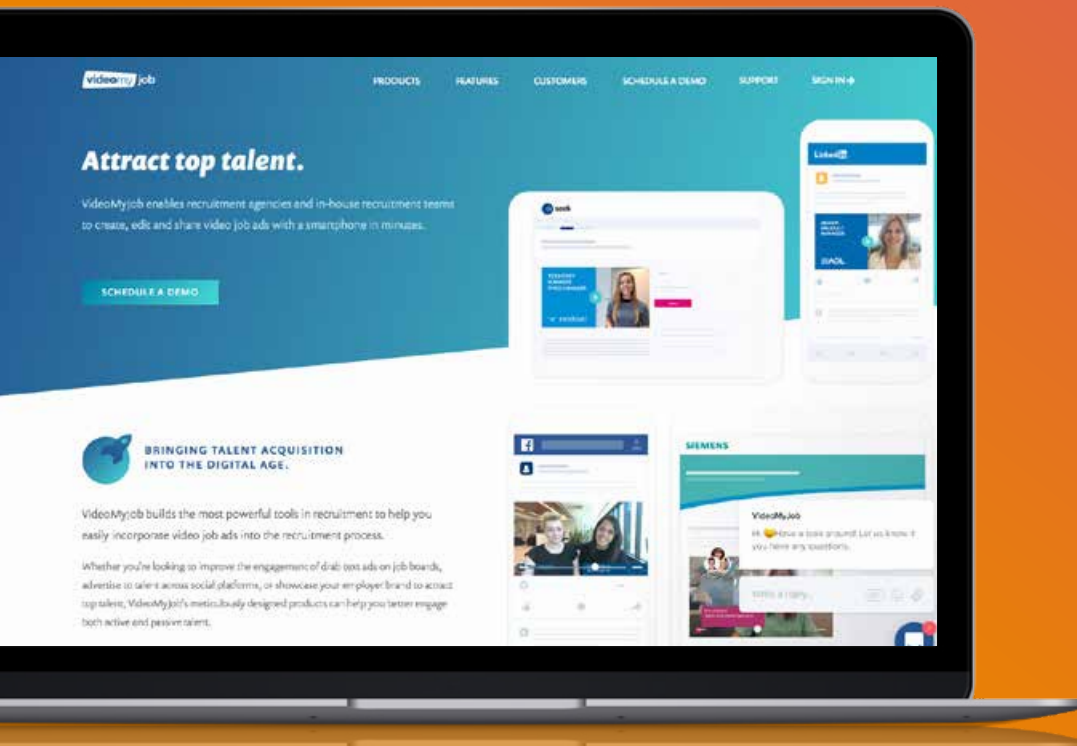
VideoMyJob

FREE $ $ $ $

- Australia-based VideoMyJob have designed an app that enables employers to bring their jobs to life and challenge assumptions.

- Employers write a script, upload it to the app and then record a video of themselves chatting about the role on their mobile phone.

- Once recorded, the hiring manager or recruiter can edit, add logos and pop ups of job titles and/or contact details.

- These video job ads can be embedded in traditional ads or shared via social channels.

"Academics have proven that reading is impaired when on a mobile device, so why copy and paste long job descriptions on them? Video My Job is an affordable and authentic service for even the smallest employers to create branded video job ads. We love the embedded autocue but ongoing bugs can cause the odd headache."

Faye Walshe, Global Head of Innovation

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✏ MARKET PLAYER

✏ ESTABLISHED

ADVERTISING   WORKPLACE TRANSPARENCY   SOCIAL RECRUITING

RS ADIFY

FREE $ $ $ $

- RS Adify is our bespoke in-house model, designed to check the appeal of job advertisements.

- Using online tools, Adify allows our recruiters to analyse job adverts and flag any gender bias, as well as the overall readability of the job advert.

- Developed by Resource Solutions' Innovation team, the model assesses 15 data points in each advert. Adverts can then be amended to reduce bias, word count, language complexity.

CLICK HERE TO READ FULL CASE STUDY

"Gender equality is a key priority for our clients, and allows us to support our clients diversity goals."

-Tom Lakin, Innovation Manager

NEW MARKET ENTRANT

MARKET PLAYER

ESTABLISHED

ADVERTISING

100%
of RS job ads assessed included masculine gendered wording.

30%
of average RS advert copy is bulleted.

Aim for 33%

Each RS advert contained an average of **10** masculine gendered words.

Aim for 400 - 500

609
average word length of each RS advert

RS adverts greater complexity than typical legal documents.

64%
of employers feel that cost is the biggest obstacle when it comes to adopting new recruitment technology.

Entelo

CASE STUDIES

The Innovation team has assessed many talent aggregators and it is some of the value-add enhancements of Entelo which really make it stand above its rivals: the diversity filter allows our recruiters to strategically source by demographic (female, African American and military veterans, for example).

The email finding function has resulted in outstanding response rates, whilst the 'more likely to move' function could help improve recruiter productivity.

We identified and talent pooled female talent who were underrepresented in Switzerland for a global banking client:

60%
- Achieved a **60% response rate** from candidates – double the response rate expected from LinkedIn

8 / 10
- **16 CVs** identified and added to talent pool for future roles, and **8 interviews conducted in only 10 days**

Identified hard-to-find tech talent in the UK for a financial services client:

33%
- Highly targeted sourcing resulted in a **33% conversion** from response to CV's
- Received highly favourable feedback from hiring community regarding the **high quality of the talent** sourced via Entelo

Robert Walters USA also piloted Entelo by identifying hard-to-find talent in a highly-competitive market on the west coast:

696
- The team approached talent differently by sending a higher volume of email in their campaigns: **696 emails sent achieved a 69% open rate,** which met expectations
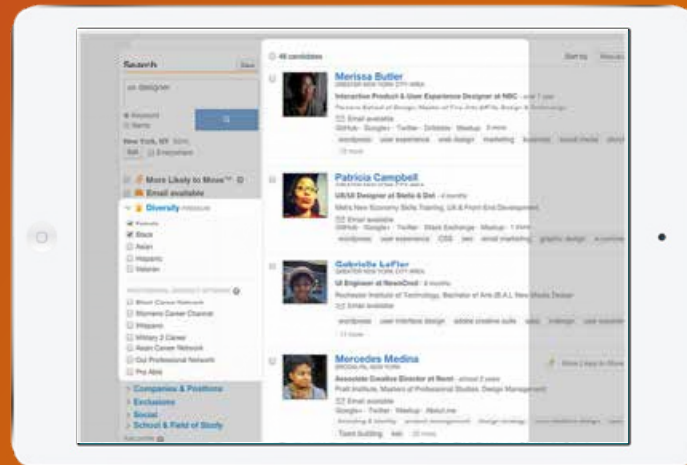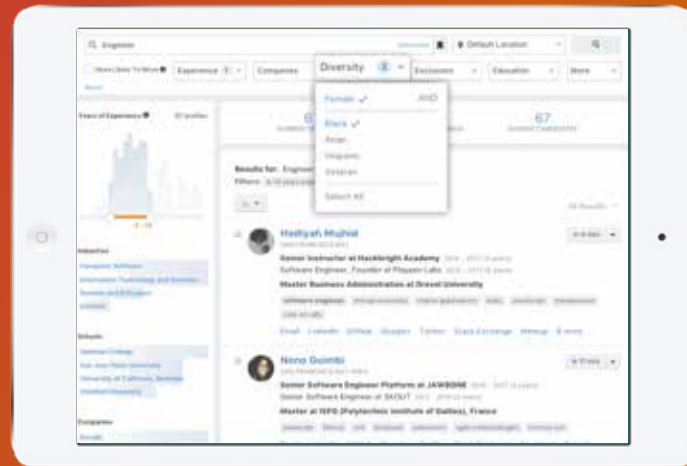
"Entelo has enabled us to surface new and diverse talent with the right skills quickly"

Tom Lakin, Innovation Manager

Unbias

CASE STUDY

Our recruiters tested Unbias at an investment bank in the UK by first sourcing candidates on LinkedIn as normal (access to full profile), and then sourcing 'blind' (no visibility of photos or candidate names):

13% — Recruiters longlisted **13% more candidates** when they could see names and photos vs blind searching

7% — **Females were 7% more likely to be longlisted** in normal searching vs blind searches

14% — However, **men were 14% more likely to be longlisted** in normal searching vs blind searches

6% — Candidates of **black ethnicity were 6% more likely to be longlisted** in normal searching vs blind searches

28% — **Females under 30 were 28% more likely to be longlisted** during a normal search vs blind. This means that blind sourcing significantly disadvantages younger female talent

No active discriminative behaviour was identified – both female and black candidates were significantly more likely to be shortlisted if our recruiters could see their name and photos. However, male and white candidates benefited even more from their photos and names being available to recruiters.

As a result, we created a bespoke diversity and inclusion training programme in addition to our diversity training. Our bespoke training identified the impact unconscious bias can have on talent pools and even enabled our staff to identify their own personal bias using Harvard Bias assessments.
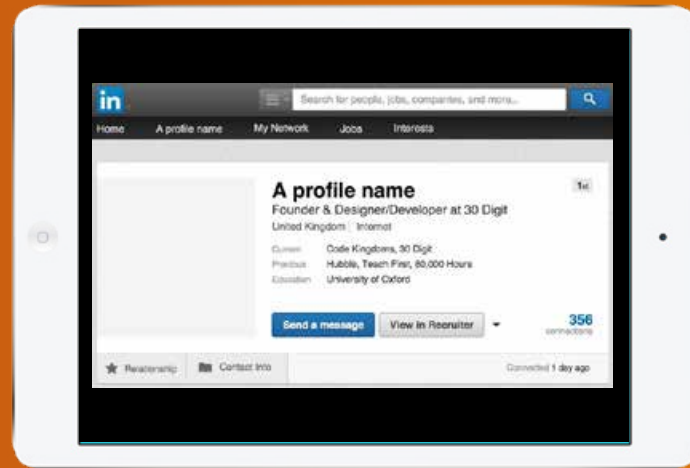
"This pioneering study disproves the assumption that blind sourcing benefits under-represented talent. All underrepresented talent was disadvantaged by blind sourcing in this pilot. The study also identified opportunities to help our staff develop and highlight potential bias."

-Tom Lakin, Innovation Manager
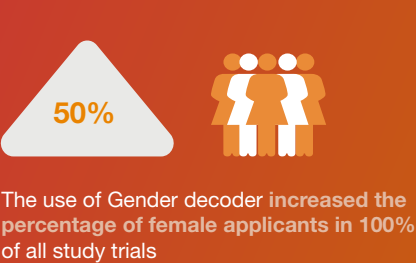
RS ADIFY
CASE STUDY

At Resource Solutions, we perform detailed "Job Ad Analysis" using RS ADIFY which helps clients write ads that appeal to the right audience and increases the number of female applicants. We were able to provide rich insights detailing:

-Complexity of language
-Masculine and feminine gendered wording
- Will the ads be easy to read on a mobile device?
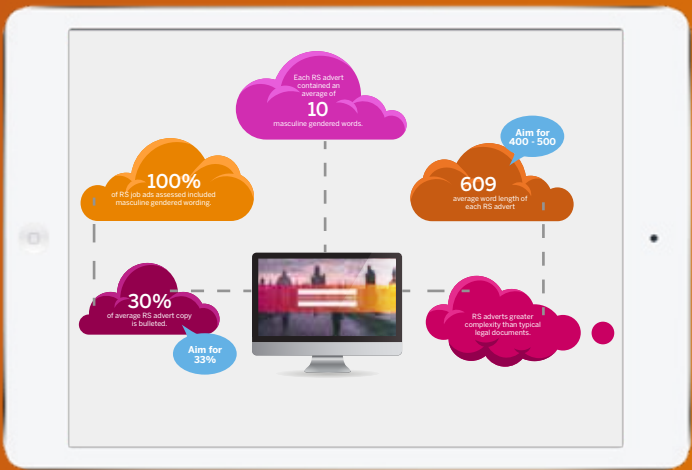
The Resource Solutions Trial: A/B Testing RS Adify

- We analysed responses to a selection of job ads and made improvements to each ad using RS Adify before advertising the newly worded ads once more.

- Changes to wording were designed to increase appeal to female applicants. As a result, we were delighted to have **increased female applicants from 14% to 22%.**

50%

The use of Gender decoder **increased the percentage of female applicants in 100%** of all study trials

99%
of HR leaders feel that using inclusive language in job advertisements is effective when attracting a diverse range of candidates.

Each RS advert contained an average of **10** masculine gendered words.

Aim for 400 - 500

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30%
of average RS advert copy is bulleted.

Aim for 33%

RS adverts greater complexity than typical legal documents.

"The gender bias analysis has a real global benefit but the 'readability' analysis can be particularly useful in regions where English is for many a second language."

-Tom Lakin, Innovation Manager

CONNECT WITH US

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ResourceSolutionsRPO

Resource Solutions' dedicated Innovation team provides market intelligence, research, insights and trend reporting to all clients globally. For further information, please contact a member of the Innovation team directly:

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Resource Solutions is a provider of Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) solutions. We have delivered these solutions to leading organisations since 1997 and manage a recruitment budget of over £2 billion on behalf of our clients. As part of the Robert Walters Group, our business has considerable resources at its disposal. With a truly global footprint across 28 countries, we are able to work in close partnership with organisations and manage everything from global accounts with demanding resourcing strategies to single sites with lower recruitment volumes.