

A woman with curly hair is sitting at a desk, looking at a laptop. She is wearing a blue polka-dot shirt. The background is a blurred office environment with large windows and modern furniture. A horizontal bar with a purple-to-pink gradient is positioned above the text.

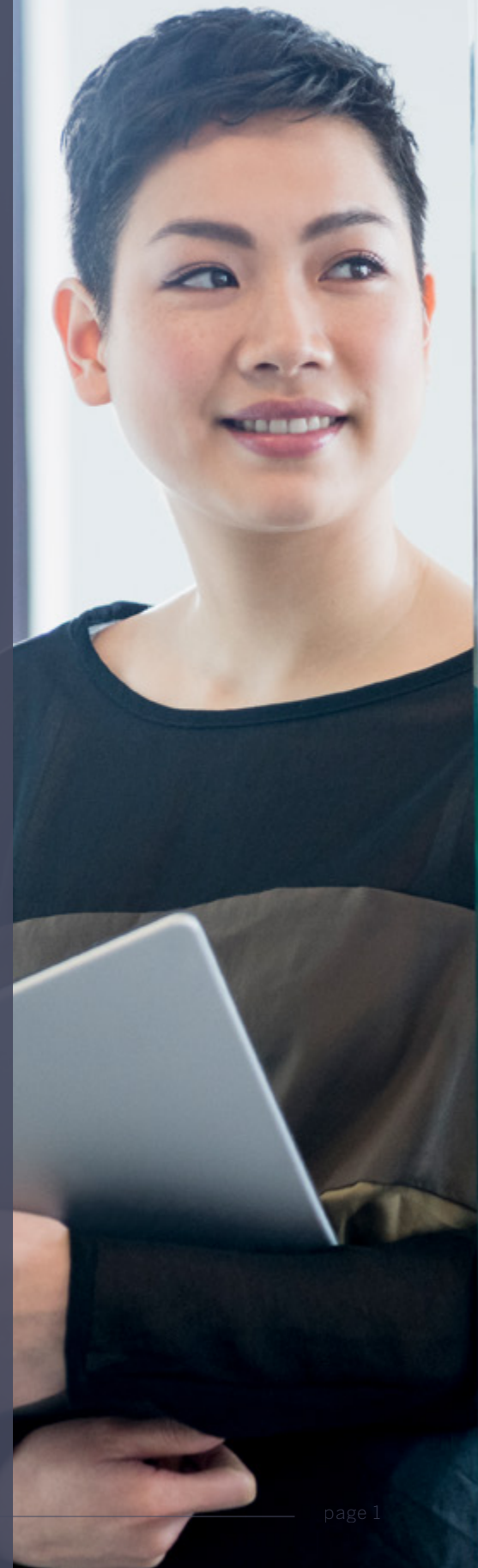
Candidate experience in the expectation economy

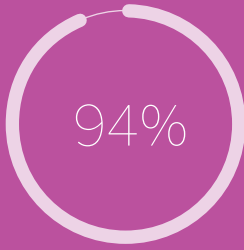
How employers can close the gap between candidate expectation and current reality.

The consumerisation of recruitment is happening now

Today we live in a world where everything we want is at our fingertips. We can track the toppings as they're placed on our takeaway pizza, book the best room with a sea-view on our holiday, and ask robots to turn up our heating. And using AI and machine learning, our devices can tell us what we want before we know we want it. Technology has given us the power, not only to purchase products and services, but to become more savvy, informed and educated, all on our own terms.

This rapid adoption of tech in consumerism is now transforming the way we attract, engage and inspire candidates across the entire candidate journey. Predictive analytics, social sourcing, semantic search or chatbot screening? Knowing which tools and technology will most improve the candidate experience can at times be overwhelming. And exactly how much of this do candidates really expect?





Our research showed that 94% of candidates feel the recruitment experience affects their decision to accept or reject an offer.

In the biggest global study into the recruitment experience from the candidate's perspective that Resource Solutions has ever carried out, we reveal the gap between candidate expectations and the reality of what employers and talent acquisition teams are delivering. We examine the expectation economy and candidate expectations at every stage of the recruitment journey and explore the trends, technology, tools and techniques that can shape your hiring strategy and build a more engaged workforce.

58% of candidates feel that a good recruitment process experience will make them more likely to accept a role.



We look at the ways in which Artificial Intelligence is revolutionising the way we match people to jobs. Chatbots are taking the candidate experience to whole new levels of engagement, and a vast array of tools can 'read' job descriptions and locate suitable candidates at breakneck speeds, and with impressive levels of accuracy. There are even algorithms that can determine which candidates are more likely to change jobs.

Brands are beginning to build talent pools that operate like members-only clubs. Careers websites with 'sneak peeks', office tours, coaching, and employee insights are driving a more transparent and authentic candidate experience.

Enterprise-wide, 'People Analytics' continues to evolve, further empowering business decisions with credible insight and data. And these only scratch the surface of what's possible when it comes to creating the frictionless experience that candidates expect.

There may always be fear and a certain amount of risk associated with the adoption of new technology. But at Resource Solutions, we believe the benefits outweigh the risks. Embracing the use of disruptive and innovative recruitment methods allows our recruiters and our clients more time to focus on the strategic imperative of creating closer human relationships with their candidates.

Which trends have yet to go beyond being the topic of HR futurists at industry events, and which are genuine game changers, truly disrupting the status quo and transforming the candidate experience?

Many of the trends and technologies we explore in this report have been 'hot topics' for some time, but our in-depth audit allows us to filter out the white noise.

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Trends in employer branding

It has never been easier for candidates to explore a company's employer brand. User generated review platforms such as Glassdoor and RateMyPlacement provide transparency previously unavailable to candidates globally. These transparent reviews continue to increase in significance as candidates become less trusting of organisations than ever before. Firms from diverse industry sectors have formally defined, and are strategically managing, their employer brand - from Siemens, Honeywell, Accenture and Deloitte, to Coca-Cola, Johnson & Johnson, and Starbucks.

However, the consumer and the employer brand should not be thought of separately. From an external perspective, candidates will only see and build a relationship with one brand, your brand, and expect a frictionless experience at every touchpoint with you. This focus on reputation is key.

Employers are being asked to think more like marketers. Everything you do that makes your business visible to the public is going to affect your image, from the tech you use on your careers website, to the speed of your selection processes.

Get it right, and your employer brand will not only attract the best talent in your field, it will give your current employees - your brand ambassadors - something to believe in, aspire to, and feel personally connected with.



Adam Shay

Global Marketing Director, Resource Solutions

At Resource Solutions, we're passionate about fostering strong, loyal relationships between our clients' potential candidates (who may well be customers) and their brand.

Trend 1:

Diversity & inclusion, your purpose and values matter

Diversity & Inclusion (D&I) is about so much more than quotas and stats – it's about genuine diversity of thought and the broadening of an employer's horizon of vision.

Our research shows that throughout the candidate journey, applicants expect to see D&I high on the agenda, with 88% of candidates in our survey viewing D&I as a priority.



But what does diversity and inclusion mean? Deloitte's 2018 research report, 'The diversity and inclusion revolution: Eight powerful truths' reveals in a basic formula that diversity + inclusion = better business outcomes. A more holistic definition comprises four related elements;

- People feel included when they are treated equitably and with respect
- When they feel valued, there is a sense of belonging
- At its highest point, inclusion is expressed as feeling "safe"
- People feeling "empowered" to grow and do their best work

Clearly, these are critical elements that can be expressed through the employer brand, culture, values and purpose.

Our research shows that this is an area in which employers are meeting expectations.

Our research says:

94% of organisations are expressing their values in their branding. Only **6%** do not, and of these, **30%** are employers in the banking, financial services and insurance sectors.

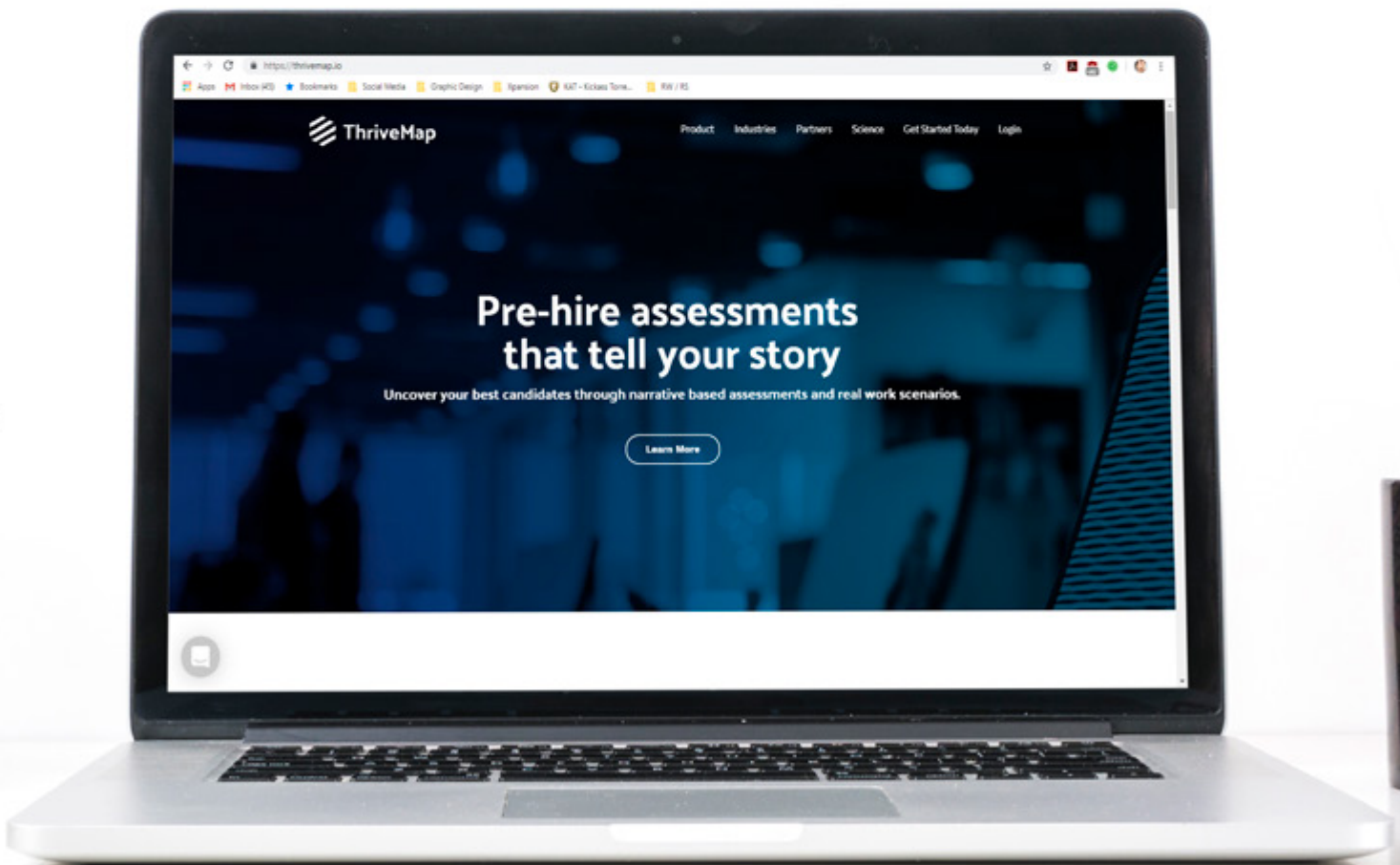
Tech to try

ThriveMap

Predicts culture fit between candidates and teams. Adding science behind team fit, ThriveMap can raise quality of hire and maximise productivity. Find out more in our [Innovation Lookbook](#).

Adify

Diversity of thought requires a diverse group of talent. Your job adverts are the first touch point candidates often have with your brand. Adify, a bespoke tool designed by our Innovation Team, assesses your job adverts and identifies gender bias and inclusivity issues. Find out more in our [Innovation Lookbook](#).



Trend 2:

Authenticity breeds trust

The emergence of the social web and the subsequent growth of the review economy has, over the past two decades, helped to shift consumer trust from a top-down orientation to one in favour of peers or social influencers. Over the past decade, the Edelman Trust Barometer has been tracking this gradual decline of our trust in institutions, governments, and the media.

However, in a surprising and overwhelming swing, this year's barometer shows a further reordering of trust to more local sources, with "My Employer" emerging as the most trusted entity for 75% of us, because the relationships that are closest to us feel more controllable. This significant shift in employee expectations opens up an enormous opportunity for employers to play a huge part in rebuilding societal trust, and benefit from stronger relationships built with potential and current employees during the process.

To build trust and offer a truly inclusive employer brand experience, candidates expect to see real people in their communications. Whilst the talent attraction community recognises the need for authenticity, how best to achieve it remains largely an open field.

Recent innovations do point towards emerging best practices, in particular, the power of employee-driven storytelling through video. Storytelling can move people emotionally, engage them on the purpose of the D&I agenda and challenge any brand pre-conceptions. For example, senior leaders could share their personal career journeys and inspiring stories.

Authentic video content resonates with candidates. In our global roll out of video job adverts, **video adverts attracted up to 34 times more views.**

Yet **only 34%** of companies worldwide include videos of real employees from within their employer branding.

Innovation spotlight

The Muse

A popular, authentic careers and job website from the US offering video sneak peeks of workplaces, plus video office tours, coaching and employee insights. Attracts 50m visitors every year, 45% of whom are passive job seekers. Read more about Muse in our [Innovation Lookbook](#).

Trend 3:

Communicate your achievements

Candidates are used to seeing brands promote their achievements and spread good news about themselves. Yet there seems to be reticence among employers to do this. If your Marketing team has won an award for an advertising campaign, or your Digital team has launched a new app –these aren't just stories for your intranet or press releases. These achievements should be leveraged to target talent for different functions within the business.

Our research revealed that:

1/10

Less than one in ten companies are effectively shouting about their achievements to the press.

9%

Only 9% of companies provide links to commercial achievements and media articles.

37%

Just 37% of the companies we audited make it easy to find information on their charity work or official sponsorships.

Talking about your achievements as an employer helps to keep you relevant in the marketplace and strengthens your employer brand by substantiating your values and purpose.

As we've mentioned, storytelling is an effective way to communicate your achievements in an authentic and inclusive way. Peer-to-peer conversations can answer candidate questions such as what the future workforce will look like, what learning and development opportunities are available, and how new models of working are influencing business strategies.

The use of your careers website and social platforms to communicate your achievements can increase engagement, and create communities that will further enrich your employer brand experience. All of which will inspire positive culture-building behaviour that relates to your core purpose and strategic goals.

Trend 4:

Be bold and honest with benefits

No product or service can hope to succeed without making customers aware of its benefits. The same is true of employers trying to interest candidates in their company. And by and large, we found that this expectation is being met, with **78%** of companies including information about a range of employee benefits in their application process.



78% of companies include information about a range of employee benefits in their application process

Again, it comes down to effective self-promotion. Something H&M were focused on when they covered billboards across America with the message that '5 weeks' vacation is possible' if you work at H&M. The campaign, aimed at attracting a diverse range of ambitious individuals to the fashion brand, brought the conversation about sick pay, vacation perks and employee freedom to the forefront of the application journey.

More recently, accountancy firm EY has generated a lot of interest around giving its Australian employees the ability to take six to 12 weeks of "life leave" each year to travel, work part-time, or simply to do nothing.

Kate Hillman, people partner for EY Oceania, said the policy is an effort to "address a growing demand for flexible work environments. We're innovating so we don't lose people when they pursue passions outside of work."

Flexible working

Overwhelmingly, of all the benefits available for employees, **87%** of candidates want to know more about flexible working and an employer's medical/health policy before applying.

Yet our study reveals that only **41%** of companies communicate their flexible working offering in the pre-application stage.

Maternity & paternity

Only **34%** of companies provide the ability to view a maternity/paternity policy before applying.

Diageo, who recently announced that it would offer its British employees 52 weeks maternity pay, stands out in this space.

Training & development

It's a similar story here, with **80%** of companies failing to provide information about training and development within the application process. It's a major shortcoming, as **60%** of candidates consider career development as a very important part of a job offering.

Trend takeaways:

Steps you can take to improve your employer brand

1

Invest in your reputation

It's everything. Offer candidates a seamless transition between consumer and employer brand experience. It shouldn't be quicker and easier for a customer to apply for a mortgage than to apply for a job.

2

Feature real people

Your promotional content should feature genuine employees sharing real experiences to make it authentic and believable. No company is perfect – let employees share unscripted, honest narratives.

3

Shout about your achievements & benefits

Show how your brand promises come to life in your achievements, and detail the benefits that set you apart.



Trends in job search

We live in a tech-enabled world, where we expect to have immediate access to information, 24/7. When searching for products to buy, consumers have a wealth of time-saving, information-rich, highly-personalised resources on which to call.

The recommendation engine is one of the biggest innovations of the last few years, and it's shaping our entire digital experience. Streaming platforms such as Netflix, Spotify and Amazon are using algorithmic learning to take personalisation to a whole new level. Peer reviews of products and services are informing and influencing decision-making on everything from which hotel room to book on your holiday to which bestseller to read when you're there. But for businesses to better compete, technology is only part of the solution.

The opportunity for HR and recruitment leaders is to harness these new approaches to increase efficiency and reliability and provide a frictionless job search experience. The evolution of accurate matching technology benefits both candidates and employers. LinkedIn's new Intelligent Hiring Experience, for example, produces a ranked list of recommended candidates automatically once a job vacancy is posted on LinkedIn. This significant product enhancement acts as an automated assistant for the recruiter, whilst allowing candidates to be actively approached for the most suitable opportunities.

Trend 1:

The power of peer reviews

We've talked about how the social web has enabled us to source and trust the opinions and reviews of others. When you consider that the average consumer is exposed to 4,000 to 10,000 brand messages a day (Forbes Agency Council, 2017), how do they decide which brands to trust? The answer is complex, and has changed significantly over the past few decades.



Tom Lakin
Senior Innovation Manager, Resource Solutions

When considering a new employer, we're placing more stock in the opinions of our peers. Our research showed that employer feedback and rating site Glassdoor is the second most trusted source of finding a new job, after friends and family.

Glassdoor's own research says that it has 64 million monthly users and of those, 88% of visitors go on to use the site to apply for a job.

Yet we found that a staggering 86% of global companies are not integrating Glassdoor reviews into their recruitment communications.



More than a place for disgruntled employees to vent about their companies (the average score is a respectable 3.4 out of 5), intelligent analysis of Glassdoor feedback can be a catalyst for organisational transformation and improvement around important topics such as salaries, culture and inclusion.

Being an active employer and responding to Glassdoor reviews on a regular basis will also serve to strengthen your employer brand. You can dispel myths and show willingness to listen to employees past and present to make improvements for all – bringing that much needed authenticity and personalisation to the candidate experience.

Glassdoor's significance to employers is increasing, due to its high ranking on Google but also its integration with Google for Jobs, enabling candidates to apply via Glassdoor.

Trend 2:

Candidates want to talk

Live chats and chatbots are changing the way brands interact with their customers. Both allow consumers to converse with brands through real people or software that can simulate conversation using Artificial Intelligence (AI). This can happen on a brand's website or app, or through platforms like Twitter, Skype, Facebook Messenger, WhatsApp, and even Alexa.

As well as the desire to view genuine employees in any brand communications, candidates expect the 'always on' experience to extend to recruitment too.

Our research found:

94%

94% of candidates said they want to have a live chat with a recruiter before applying for a role.

3%

Only 3% of companies use a live chat function during the application process. A quarter of these are in financial services.



We know it's not possible to be available on the phone to answer every potential applicants' query, especially if you're a huge brand that receives hundreds of thousands of applications, but smart use of comms technology can enable employers and recruiters to be visible and accessible to potential applicants in an achievable and controlled way.

For example, Google routinely uses its own technology to schedule live Hangouts where recruiters talk candidates through the interview and assessment process. They capture the video chat and then post the sessions online so that the content can keep adding value beyond a set time and a place.

Vodafone and the Met Police were amongst the first to run chats to encourage female applicants. Deutsche Bank pioneered online skills sessions for candidates. Capco promoted real-time sessions hosted by their Chief Executive, and Arup run live chat events with colleagues from the Social Mobility Foundation.



Innovation spotlight

Meet & Engage

Candidate engagement tech, Meet & Engage, has developed live chat and chatbot products specifically aimed at enriching recruitment and engagement at every stage of the candidate journey – from answering FAQs to keeping candidates warm, and even giving them top tips and directions to prepare them for their first day.



Faye Walshe
Director of Innovation, Resource Solutions

“Robots and automated tools in recruitment are making advances. However, specific limitations remain: subjective judgement, creativity, innovation, empathy and passion are characteristics our clients require in recruitment, but robotics cannot yet emulate.”

TO BOT OR NOT?

While our research revealed that 57% of candidates would take part in a live chat if it was with a human as opposed to a Chatbot (further confirming the need for authentic communications), there is evidence to suggest that many people can't tell the difference between the two.

Tech to try

Mya

Mya, a recruitment chatbot, automates candidate communications by providing candidates with up-to-date feedback and guidance throughout the recruitment process, and it can answer questions in real-time. Find out more in our [Innovation Lookbook](#).

Trend 3:

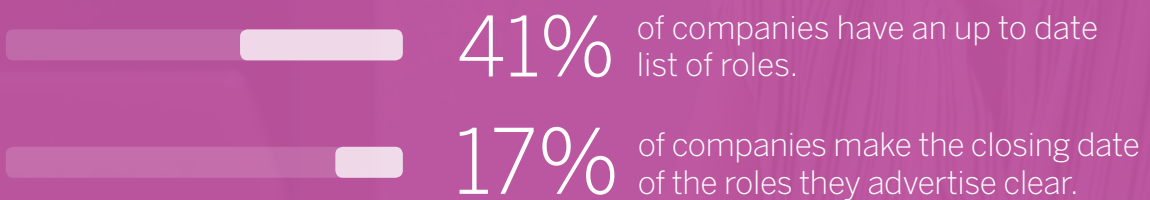
Accurate, up-to-date information is vital

Creating effective marketing content is all about staying relevant to your audience. From blog posts and feature articles, to infographics and influencer videos, if they don't tap into the right needs in the right place and at the right time, then it won't bring about the virtues of content marketing. If you really want to give your candidates something they will appreciate and find useful, you have got to keep it relevant.

If you've gone to all the trouble of attracting a candidate to your website, perhaps using a beautifully tailored content strategy, the last thing you want to do is alienate that candidate by failing to deliver a careers website that is bang up to date with relevant and interesting content and an accurate representation of live, open roles.

When a candidate visits your careers website to apply for a role, they expect key details such as the salary, location and closing date to be up-to-date.

Our study shows:



Your careers website is your shop window and an insight into who you are as an employer. It's important for any information to be kept up-to-date as any discrepancies along the candidate journey can damage your brand and dissuade candidates from making the effort to apply for your roles. Putting robust processes in place will ensure roles are regularly reviewed and managed, to keep them relevant.

Trend takeaways:

Steps you can take to improve your job search experience

1

Proactively ask for reviews

Reach out to your long-standing employees and top performers. They've been with the company through all the highs and lows and will be more likely to give balanced feedback. Additionally, ask for reviews during 'milestone moments': post probation, anniversaries, and when managers are hiring for newly created roles on their teams.

2

Consider chatbots, as a way to streamline FAQ processes

It can be more affordable than live chat solutions and a chance to interact with candidates in an 'always on' environment. The key to success is thorough testing, to ensure a positive candidate experience.

3

Keep content up to date

Detail is important and says a lot about you as an employer. Put processes in place to keep information relevant.

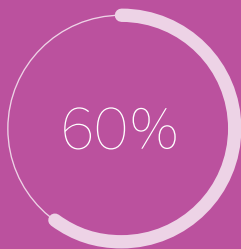


Trends in talent pooling

Recommendation engines that power what you watch and listen to with Netflix and Spotify are also behind the delivery of personalised online shopping experiences. Here, data is filtered to show site visitors more of the available products – and the most relevant products – naturally integrated with the customer journey. You can also 'favourite' items you like but might not be ready to buy, or request notifications of when products come back into stock.

Similarly in recruitment, there's a need for employers to switch some of the focus away from recruiting into open roles, and instead focus on engaging with candidates to build talent pools. Talent pools are critical to hiring quality, diverse talent, faster, allowing you to find suitable talent and engage with them, even if a role isn't currently available.

Our research found:



60% of candidates would not just apply for a specific role when searching for a job; they would be willing to look at others.

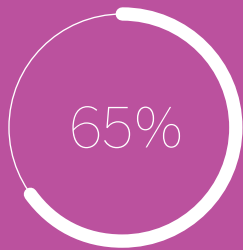
Just as marketing professionals leverage marketing automation systems to help generate profiles and pipelines of customers, HR technologies now offer similar tools that can build a pipeline of candidates for recruiters.

Talent pooling provides an improved candidate experience for two main reasons: it allows candidates to flag their interest in a company, even if they don't appear to be recruiting a role for them at that moment. Candidates can then wait to be approached by a recruiter to discuss the right role for them, tailored to their stated preferences.

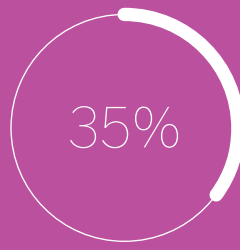
Trend 1:

Application vs interest

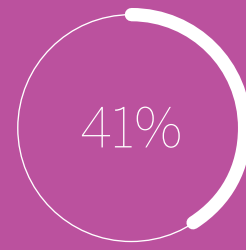
Just because your current vacancy doesn't suit their skills, doesn't mean candidates aren't interested in your company. That's a major finding of our research.



65% of candidates would be willing to apply for similar roles.



35% would consider joining a talent pool if the seniority and salary on offer were suitable.



Only 41% of companies audited globally provide the opportunity for candidates to apply for a job that doesn't fall under a specific open role.

AI is now revolutionising the way we match people to jobs. A vast array of tools can 'read' job descriptions and locate suitable candidates at breakneck speeds, and with increasing levels of accuracy.

Yet a huge **88%** of companies we audited globally **are not using analytics to talent pool.**



Tech to try

Arya

Arya is an AI sourcing platform that improves talent acquisition processes through the use of predictive analytics, machine learning, and behaviour pattern analysis. Arya scans job descriptions, identifies required experience and skills, and then automatically sources talent from three main sources: internal databases, job boards (Arya already has off-the-shelf integration with CareerBuilder) and social channels. Find out more in our [Innovation Lookbook](#).

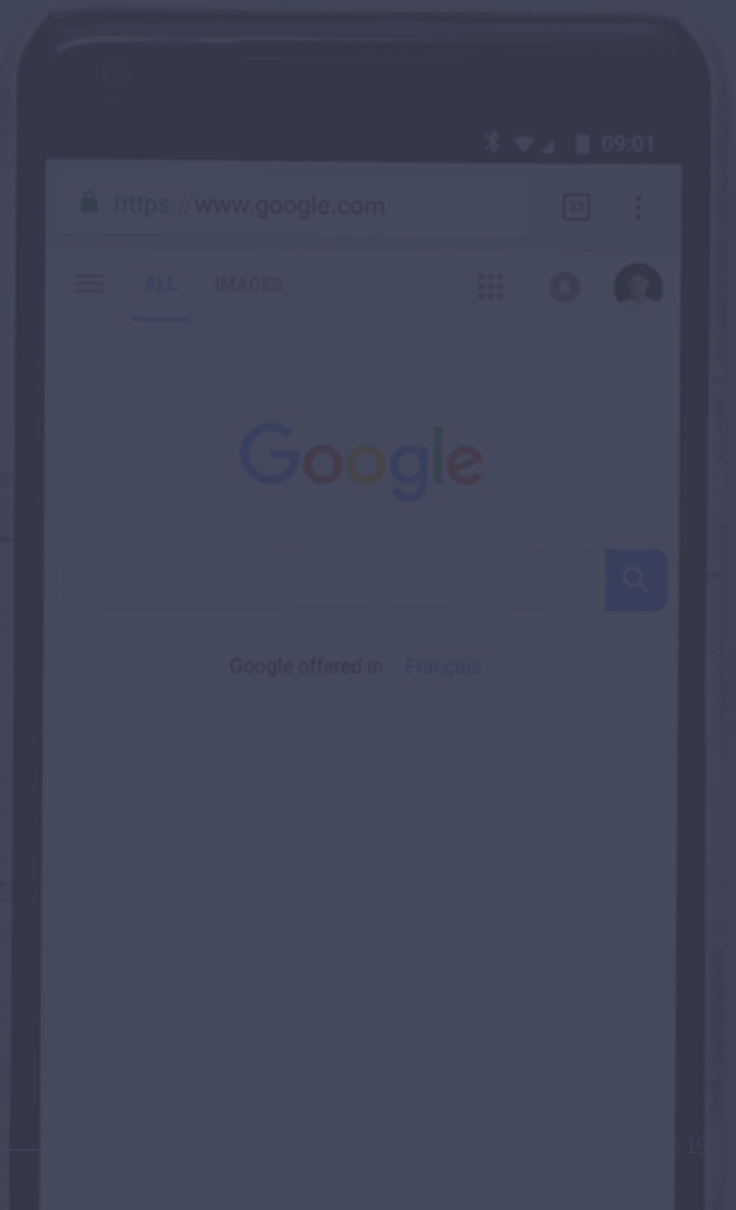
Textkernel

Textkernel is another platform using machine intelligence and multilingual CV parsing and semantic search engines to match people and jobs, helping ensure speedy candidate talent pooling. Read more about Textkernel in our [Innovation Lookbook](#).

Innovation spotlight

Google's Cloud Talent Solutions Job Search

This search feature applies Google-powered search functionality to your careers site, making it easier for candidates to find their natural, happy home in your company. Find out more in our [Innovation Lookbook](#).



Trend 2:

Keeping candidates warm

To stand out in a crowded marketplace, retailers leverage data they obtain from tracking customer behaviour and interests. In the same way, talent pool data can be used to inspire brand loyalty and increase engagement with candidates that have already shown an interest in working for you. Keep in touch by serving them information that's relevant to them and where they are on the candidate journey – from information about upcoming events, to sharing social content, good news stories, and achievements.

It's important to emphasise the importance of talent pools that are 'live' – ensuring candidates' profiles are up-to-date with skills, availability, and experience, in the same way the content and details you provide must be up to date too.

The new GDPR legislation means that you can't keep personal data for longer than is necessary, so you'll need to consider what candidate data you are going to store in your talent pools, and how long you will need to keep that data for.



Adam Shay

Global Marketing Director, Resource Solutions

Talent pooling gives you access to an already-engaged audience of more informed candidates who have an increased affinity with your brand – from the time they enter the talent pool, to when they decide to pursue a specific opportunity at your company.

Innovation spotlight

IBM Watson Candidate Assistant

IBM Watson Candidate Assistant is an AI and cognitive talent management solution that can keep talent pool data up to date. It engages job seekers in personalised discussions, as well as recommending positions that fit their skills and experiences. Find out more in our [Innovation Lookbook](#).

Trend takeaways:

Steps you can take to improve talent pooling

1

Build a community

Make joining your talent pool part of your job search and application process.

2

Use analytics

The technology exists to help employers predict and recommend a shortlist of relevant roles based on the CV attached to the original application.

3



Keep candidates engaged

Keep your talent pool up to date with relevant company news and views. Work with your communications team to see what stories and developments can be repurposed for candidate engagement communications.

4

Be candidate-led

And just because you have some content to repurpose doesn't mean it's of interest to your talent pools. Is it relevant? Is it targeted? Is it fresh?



Trends in job applications

Over-complicate the customer journey to purchase products and you face abandoned shopping carts. The same principles apply in recruitment. Candidates apply for multiple roles at once and have very little time for a slow and archaic recruitment process.

At every stage of their journey, candidates are looking for a truly frictionless candidate experience. A survey conducted by The Harris Poll on behalf of Glassdoor in May last year discovered that there are five things potential candidates want from companies in their recruitment and hiring process:

1. Regular communication during the entire hiring process.
2. Clear expectations of them, so that they could prepare well.
3. Feedback from the company, even if they were not successful candidates, would be greatly appreciated.
4. A clear explanation of the interview process, including how many interviews, and who those interviews might be with.
5. A simple and efficient online job application process.

In a world where technology makes our lives easier, why wouldn't candidates expect the same for their recruitment process?

Trend 1:

Candidates are demanding speed and convenience

Every business, regardless of the industry, needs to stay updated with new mobile trends. But this goes beyond having a mobile presence, such as an app or mobile responsive website, especially in a world where 5G is around the corner and being billed as the greatest leap in processing speed since the dawn of computing.

Our research shows:

80% of candidates expect to be able to apply for a job using just their mobile phone.

95% Most employers have been quick to recognise this, with of companies giving candidates the ability to apply for roles using just a mobile device.

However, **84%** of candidates also want the time-saving convenience of being able to apply for roles using their LinkedIn profile. Yet only **60%** of companies offer this option, although in the technology sector, that figure is a more impressive **70%**.



Tech to try

VideoMyJob

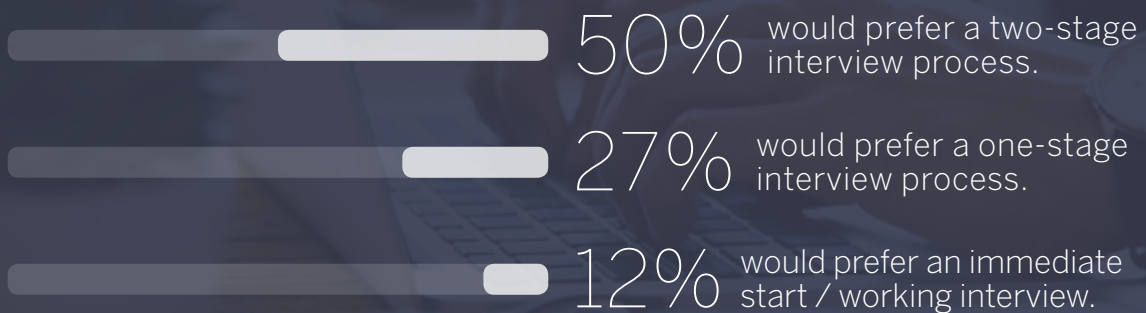
This software enables you to bring your jobs to life through content you write and upload. You can video yourselves chatting about job vacancies using your mobile, and add logos and pop-ups to the recording, then embed in ads or share via social media. Video allows employers to paint a rich picture of what a company is really like, and having employees front the video adverts is an impactful way of challenging assumptions and making sure that all individuals feel welcome and encouraged to apply.

One or two-click applications

Amazon patented 'Buy with 1-Click' back in 1999, long before it was technically possible to deliver. Surprisingly, 20 years later, even though the tech now exists to make it happen, 85% of companies still do not have a one or two-click application process.

Apple, Netflix and Salesforce have all reduced their application times to under 5 minutes.

Speedy applications are what the majority of applicants want:



Of course, a longer application process suits some employers who want candidates to demonstrate their passion for joining their business by taking the time and putting in the effort to fill out a detailed application. But there is clearly little alignment between what candidates expect and what employers think they need to make a hire.

25% of hiring managers say the interview process should have at least 3 stages.

This clearly highlights the value of setting candidate expectations up front, with a visible explanation of what to expect from the process.

Tech to try

Codility

Popular with the coding community, this web-based tool allows employers looking for new coding talent to save time by dispensing with the telephone interview stage of the application process. Read more about Codility in our [Innovation Lookbook](#).

Trend 2:

It's a two-way process

A recurring criticism candidates have across all stages of the recruitment process is the lack of communication from employers.

Consumers are used to being able to give and receive instant, real-time feedback across multiple digital channels to improve their overall brand experience. Think of brands like eBay and Uber where 'seller' and 'buyer' have an equal voice. So creating an open dialogue with candidates is key. But there is little evidence of this approach being used during the job application process.

Our research shows:

99% of companies do not let candidates ask questions about the role or the company as part of their application process.

39% of companies provide real-time status alerts after the application.

34% of companies included information on what to expect from the interview process.

Many candidates are still being left in the dark in terms of how their application is progressing.

The majority of candidates (**46%**, making it the most popular response) would like to be contacted or updated by the recruiter after every interaction.

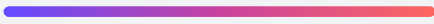
A staggering **75%** of job applicants do not hear anything back from employers they have applied to.

FAQs

The frequently asked questions page on a website is as essential as the home page and contact us page. Yet, when it comes to recruitment, we found that **more than 60%** of companies aren't helping candidates answer their FAQs, and do not have links to such a page. This process is easily automated using chatbots.



Trend 3:



Be accessible to everyone



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

We've discussed the impact diversity and inclusion has on your employer brand. Naturally this needs to translate throughout the entire candidate journey, right down to the mechanics of application.

The visually and hearing impaired are both well catered for in terms of products on sale and ways they can buy. But these established expectations of accessibility for all are not being met by employers, even though diversity is hardly a new agenda point.



62% of HR leaders in the UK say that increasing the diversity of their workforce is high on their priority list.



87% don't use any tech that's specifically designed to track D&I activity in the workplace.

Visually impaired

More than **80%** of companies are making applications harder for visually impaired candidates, with only 16% of companies providing large font variations. In the UK, there are almost 2 million people living with sight loss. Making careers sites accessible is not only the morally correct thing to do, it also ensures that you do not miss out on top talent.

Hearing impaired

A similar lack of consideration is being shown to candidates who are hard of hearing. **70%** of companies are failing to accommodate applications from hearing-impaired candidates. And **only 29%** of companies have provisions for such candidates.

Gender & race neutrality

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

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

There are new ways to totally remove any kind of bias from the application process.

GapJumpers

GapJumpers takes a blind challenge approach to recruitment and claims to result in 30% more applications from non-traditional sources. Find out more in our [Innovation Lookbook](#).

Trend takeaways:

Steps you can take to improve your application process

1

Make it mobile

80% of candidates expect to be able to apply for a job using their phone.

2

Keep talking

Recruitment is a two-way process, enable regular updates and feedback to create an engaging experience.

3

Be accessible

Look at ways of utilising tech, to make your process as inclusive as possible.



Trends in the selection process

Unemployment levels are at their lowest levels in the western world since records began. This combined with skills shortages, particularly in high-growth STEM roles, means that employers need to be smarter, more open, and more flexible than ever.

As recruiters, our role has evolved from just finding the right CV to finding the right candidate with related experience and the potential to grow. Assessment centres and psychometric tests are now the norm. Organisations are personalising candidate assessments to reflect their brand.

Advancements in areas such as gamification make it possible to identify behavioural traits. There are personality assessments that can help individuals and teams collaborate more effectively. Understanding the make-up, or 'fingerprint' of successful, happy employees can significantly improve quality of hire. For example, when high street retailer Footlocker replaced reviewing CVs with a digital skills assessment which helped them to match recruits to top performers' key traits, it resulted in a double-digit increase in sales per hour and a reduction in new hire turnover.

Video and phone interviewing allows recruiters to closely examine cognitive characteristics. Done well, the benefits of this include hiring for personality, improved diversity, and reduced discrimination. Executed poorly, and without expert consultancy, the new breed of assessment technology has the potential to learn and further embed existing bias.

Trend 1:

The rise of the video interview

Time-saving and revealing, not to mention convenient, video interviews are here to stay. And despite what you might think, candidates are positive about them. Long-used in the grad space, the use of video interviews in experienced hire recruitment is increasing.

According to a recent study of 400 job seekers by Software Advice, nearly half of candidates with prior video interview experience prefer them to other long-distance interview formats (like the phone interview).

The technology exists for employers to use video interviews to gain insights into a candidate's suitability for a role.

Tech to try

HireVue

HireVue is a video intelligence solution that helps with IT assessment and interview scheduling. It uses AI to augment human decision-making in the hiring process. During the video interview, video responses are scored against a sophisticated model of your most desirable competencies and attributes, allowing HireVue to deliver a valid prediction of job success. Find out more in our [Innovation Lookbook](#).

As with most HR technologies, successful implementation requires thoughtful consideration, and must be tailored to suit local cultures, geographic restrictions (such as WiFi speed and smartphone ownership) and the context of use (such as where in the process the video interview should take place). When all these factors are considered and blended with a welcoming and inclusive branded video portal, the results can be sensational.

Case study

We transformed the hiring process for a major financial services client, introducing video selection using a video interviewing platform, Sonru:

- The branded video portal featured informal, inclusive welcome videos from both their female Head of Technology and their CEO.
- Video interviews achieved an industry-leading 93% response rate within 5 days.
- 100% positive feedback from applicants who felt that they were sufficiently informed as to what to expect from the process (despite 71% applicants never having completed a video interview previously).

Video interviewing, done right, can benefit candidates, employers and recruiters with a seamless process and has the potential, Sonru claims, to reduce time spent on first round interviews by up to 80%.

Tech to try

LaunchPad

LaunchPad is an established video interviewing platform that has party and rich data assessment integrated. Its predictive software can identify high-performing candidates by assessing the complexity of the language they use, how they talk, and their visual appearance. Find out more in our [Innovation Lookbook](#).



Tom Lakin
Senior Innovation Manager, Resource Solutions

“LaunchPad shines when it comes to diversity and meritocratic recruitment, flagging pockets of bias with an interesting suite of analytics.”

Trend 2:

Speed of response and decision

We live in an 'always on' world where social platforms and chatbots enable us to interact with brands 24/7. For candidates, waiting days or weeks for feedback or updates on the progress of their application is no longer acceptable.

No one wants to feel ignored. With renegeing and no-shows on the rise, particularly in the graduate market (rising 8.2% in 2018, Sanctuarygraduates.co.uk), companies have to act fast to secure the best talent. Or offer a prompt rejection with specific feedback to keep a positive brand relationship alive.

Accountancy firm KPMG has recently changed its graduate recruitment process so that instead of conducting three separate assessments over several weeks, it will now combine the process into one day. The change means that applicants will find out if they have got a job within two days.



Speed is critical to the application process. We've found that the top **10%** of candidates are snapped up within the first **10 days**.

Trend takeaways:

Steps you can take to improve your application process

1

Speed it up

In-demand talent won't necessarily wait for you. Technology employers can often execute same day offers. If your HR approval process takes weeks, you risk alienating them.

2

Use video interviews

They offer flexibility, can help speed up the process, and are more popular with candidates than you think (but keep it appropriate and limit one-way video interviews to junior/mid-senior roles).

3

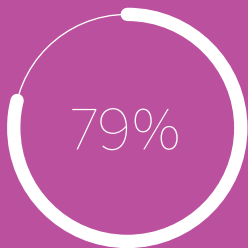
Don't ghost your candidates

Not getting any sort of response from employers regarding applications has been a bugbear for candidates for some time (and remember that they are unlikely to voice their frustration quietly).

Trends in onboarding

The relationship between consumer and brand doesn't end at the point of purchase. Providing good after-sales service shows your customers you want to build a long-term relationship with them, earn their loyalty and keep their business. The customer journey is not so linear and neither should the candidate experience be.

Our research found:



79% of companies do not provide candidates with information about onboarding processes or the first 6-12 months within the role.

Offer and onboarding is often where the recruiter hands over responsibility for the candidate, now a brand new hire, to the hiring organisation. Candidates expect this to be a frictionless continuation of the positive employer brand experience they've had so far.

Onboarding portals can ensure that new joiners can complete training, fill out compliance documentation, and even watch welcome videos, well in advance of their first day.

Trend 1:

A helping hand

Every employee expects to be given time to settle-in to their new role. If employers want new recruits to hit the ground running, they need to do more to facilitate the swift integration of new talent into their business.

Case study

At Resource Solutions, we offer Candidate Concierge Services to our clients to guide candidates through the onboarding process.

We currently provide a comprehensive onboarding solution for an investment banking client across the UK, Ireland, US, Hong Kong, Japan, Singapore, China and Australia.

The team provides support for all new permanent hires and internal moves to ensure that all candidates receive a consistent process and high level of service. The moment a candidate has been made an offer, we step in to introduce ourselves and explain the onboarding process and timelines.

From providing a simple and efficient method for candidates to review and return their signed contract, to confirming their start date, notifying their manager and managing their induction, we ensure a frictionless experience every step of the way.

The whole onboarding process is tracked in an onboarding system, which offers the ability to pull daily reports, providing stakeholders with meaningful data as and when required. The onboarding team has been highly successful in meeting their goals and is currently achieving an average of 83% KPI adherence.



Adam Shay

Global Marketing Director, Resource Solutions

“The onboarding process is just as important as meeting candidate demands for retaining top talent.”

Case study

Using video to speed up the onboarding process, we have recently created an induction video for a financial services client to support new contractors on their first day. Designed to condense a 45-minute welcome presentation into a succinct five-minute format, the video efficiently delivers information on company values, office location and layout, security pass details and all facilities such as nearby restaurants, cafes and gyms.

As well as reducing the administration burden for all stakeholders, the video streamlines and enhances the candidate onboarding experience, ensuring contractors feel settled in from day one.

Trend takeaways:

Steps you can take to improve the onboarding experience for candidates

1

Don't leave candidates hanging

Connect with and serve them relevant content from offer right up until their start date.

2

Continue the experience

Thread the employer brand values through the entire employee lifecycle, from attraction to conversion and onboarding.

3

Be helpful

Make sure their journey from candidate to new hire is frictionless by using innovative onboarding tools.



In conclusion

The consumerisation of recruitment is happening now. Candidates expect a swifter, smoother, more inclusive recruitment experience that matches their experiences as consumers.

Here at Resource Solutions, we immerse ourselves in the latest consumer trends and develop disruptive solutions to narrow the gap between candidate expectations and what you can deliver. Our dedicated Innovation team provides market intelligence, research, insights and trend reporting to all clients globally.

Progress is fast, we're helping our clients stay ahead of the curve. Contact us to find more ways in which we can help transform the experience you provide to candidates.

Connect with us



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Who is Resource Solutions?

Resource Solutions is a provider of Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) solutions. We have delivered bespoke 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.



Sources

The facts, stats and figures in this report are drawn from 3 main sources:

The Resource Solutions Candidate Survey 2019, which received 2,537 respondents across APAC, EMEA and USA.

The Resource Solutions Company Audit 2019. This involved 244 companies in APAC, EMEA and USA.

The Robert Walters Research Meeting Candidate Demands into 2,000 UK professionals and 30 employers.