TALENT TECH LABS

THE RISE OF TALENT INTELLIGENCE

TABLE OF CONTENTS

THE RISE OF TALENT INTELLIGENCE INTRODUCTION

Hiring has historically been reactive, tactical, and siloed. As companies grow, they need to hire more people. Job requisitions are opened, job posts are posted, and companies then work through a volume of job applications to try and select the individuals that are best qualified and will add the most value to the organization. The mechanisms and processes used to sort and make decisions around talent are bespoke and varied; some companies use assessments, others rely on structured interviews, many use college and years of experience as heuristics, while some have no structured process in place at all.

Over the past couple of years, we have seen the rise of an emerging breed of tools that combine the vast quantities of data that lives in companies' hiring systems as well as the open web to enable companies to make better strategic decisions around hiring and managing talent. We are calling the solutions in this emerging category **"Talent Intelligence."**

We use the term Talent Intelligence to broadly describe the tools and technology platforms that apply AI to the vast quantity of data that lives in companies' hiring systems, as well as data that lives on the open web, to provide a holistic view of candidates and help clients make better strategic decisions around talent. Some tools are optimized to provide big picture insights, such as which markets have more female software engineers or whether your pay rates are below market (potentially handicapping your talent acquisition efforts), while others give a rich view at the individual talent level, answering questions such as which candidates out of possibly hundreds of applicants are most likely to succeed in a role, or which high-performing internal employees might also be a high potential flight risk.

The earliest examples of Talent Intelligence came from matching technology providers, and our initial thinking around these tools was that Talent Intelligence was something akin to a "Matching 2.0." That said, we are seeing companies build talent intelligence capabilities across the ecosystem, from LinkedIn via its Talent Insights offering to the Social Search tools and CRM vendors featured in this very report.

We start this quarter's Trends Report with a case study from HiredScore, an enterprise Matching System, about how they helped Intel increase the number of "decisions per day" by turning disparate data into intelligence. They also share some metrics from across the business which gives some real world sense of the impact these tools are having.

We then hear from Beamery, one of the leading Candidate Relationship Management Systems (CRM) about its efforts and investments to leverage Talent Intelligence in the context of a corporate recruitment marketing automation platform. CRMs are one of the core technologies used to recruit and re-engage passive talent, and given the vast quantity of data and systems integrations these tools possess, Talent Intelligence is a natural area of expansion.

AirAsia is the largest airline in Malaysia and one of the leading airlines in the Asia Pacific region. The company has transformed its business over the course of the pandemic while maintaining its legacy operations. Zuzana Chomistekova, Group Head of Recruiting at AirAsia discusses how AirAsia was able to enter new markets, hire for roles outside its traditional centers of excellence, and continues to innovate while driving operational efficiencies in the core business leveraging Eightfold.ai's Talent Intelligence capabilities.

Next, we hear from the founder of Hiretual, a tool that has mapped more than 750 million candidate profiles globally, about the building blocks and implications of talent data systems, and how to architect an ideal recruitment infrastructure.

Finally, we end our exploration of the space with an article from Ideal, a matching platform, about the validated use cases and impact of Talent Intelligence tools.

We hope you enjoy this issue of the Trends Report.

David Francis
Research Director, Talent Tech Labs

HOW THE MOST INNOVATIVE COMPANIES ARE TRANSFORMING TALENT DATA INTO TALENT INTELLIGENCE

BY ATHENA KARP, CEO & FOUNDER, HIREDSCORE

TTL INTRODUCTION

This case study shows how Intel leveraged HireScore's Talent Intelligence capabilities to gain excellent candidates. Athena Karp, the CEO of HiredScore reveals in the case study how the most innovative companies turning "Talent Data" into "Talent Intelligence". Karp pinpoints how to leverage Talent Intelligence to find the right talent at the right time and cost. The article concludes with showing how Talent Intelligence is not about increasing the amount of information per candidate; it's about increasing decisions per day, while improving speed, recruiter effectiveness, and candidate experience.

TALENT IN TALENT INTELLIGENCE

Talent Intelligence is not about increasing the amount of information per candidate; it's about increasing decisions per day. Companies are investing in modern ATSs, CRMs, assessments, virtual assistants, and web sourcing tools with a hope that improved candidate data capture will help recruiters and sourcers recognize and focus on top talent. At the same time, recruitment marketing teams are attracting more applicants than ever before with compelling employer value propositions, programmatic advertising, modern career sites, and application processes as simple as a single click.

A low barrier to apply, coupled with record unemployment, means the floodgates have opened. Recruiters are expected to sift through hundreds, if not thousands of applicants, for a single position. They are required to collate resumes, application questions, chat bot conversations, complex psychological and other types of assessments, interview notes, and other candidate information, all while giving each candidate their undivided time and attention. Beyond the importance of candidate experience, recruiters are also responsible for driving and delivering on business goals, including cost, speed, quality, and diversity agendas.

Today's recruiter isn't struggling with too little information, their challenge is too much. So how are the most innovative companies turning all of that "Talent Data" into "Talent Intelligence"?

INTEL'S SOURCING CHALLENGE

At the same time as companies are investing in attracting and organizing candidates they are also searching for a return on that investment. For most roles, the near-term "value" of talent is ambiguous, so business leaders understandably tend to manage Talent Acquisition to cost-per-hire rather than to the quality of the talent that's being hired. Innovative TA teams avoid the distraction of cost-per-hire as a driving KPI and instead focus on maximizing the quality of the talent they can acquire at their target cost.

Intel's Global Talent Acquisition team understood this challenge when it sought a way to deliver excellent candidates to every manager every time. They started from two simple observations: the primary drivers for people to join and stay at a company are the relationships they have with the people at that company, and nobody is better at building relationships with humans than humans. A small project team brainstormed on how they could give their recruiters twice as much time to build personal relationships with candidates without doubling the size of the organization. Carefully studying the workflows of the global recruiting teams they saw some patterns that persisted across countries and business units.

First, they saw that recruiters typically shared with managers the first five or so qualified applicants rather than the best five qualified applicants. Within a compliance-focused organization, knowing that someone is a "good fit" is not time-saving, recruiters must justify the decisions they make about each candidate. With sometimes hundreds of applicants, recruiters didn't have time to manually extract and validate qualifications for every candidate in order to find the best so they had to resort to a first-in-first-out approach. While FIFO may be objectively "fair" it is certainly a poor algorithm for maximizing the quality of the candidates presented to managers. Second, despite roughly a hundred applicants per position only one applicant could ultimately fill it. Since the recruiters were finding the first five candidates it was almost certain that the best five had been rejected and now existed as a dormant record in the ATS and CRM. Despite millions of such candidates being stored in the ATS and CRM, the project team was disturbed to find that these databases were rarely used to proactively source talent. The problem seemed to be that searching and sifting was usually more time-consuming than simply waiting for more applicants. Where sourcers were running searches the results were typically long unordered lists of candidates that had to be manually reviewed and despite the best efforts of the savviest boolean experts, critical requirements, such as years of experience, were impossible to filter on.
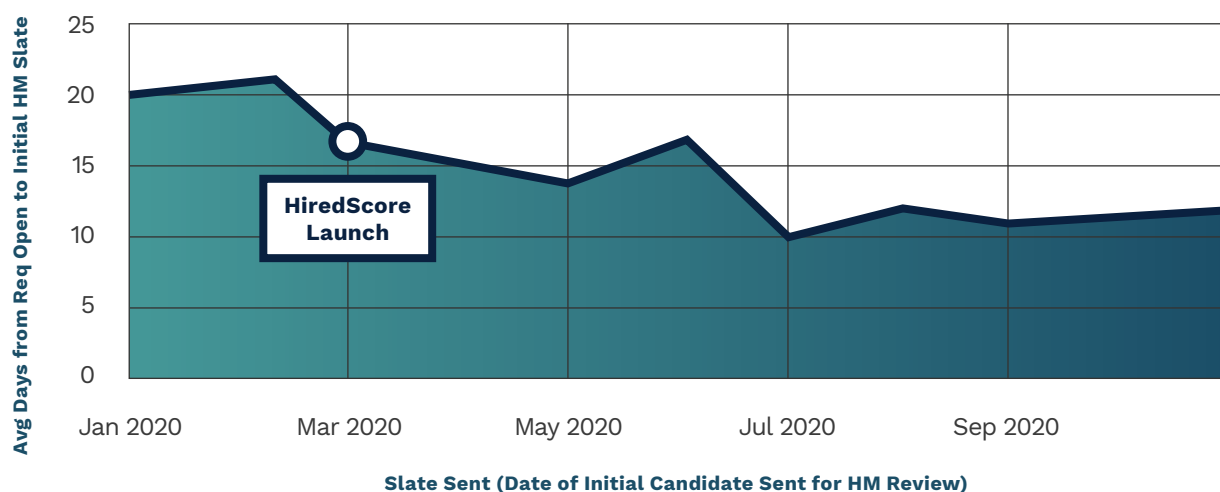
These two critical bottlenecks led Intel to conduct an extensive search for talent intelligence solutions that could reduce the burden on recruiters to identify the best applicants by providing explainable scoring, and mitigate the strain on sourcers by automatically surfacing qualified candidates from both the ATS and the CRM. The Intel project team found in HiredScore a unique solution that could remove both bottlenecks by going beyond a black-box matching algorithm. HiredScore's proprietary brain understood the minimum qualifications buried in Intel's job requisitions and was able to identify the experience in the candidates' resumes that satisfied those qualifications. This talent intelligence led the team to expand the scope of their project and re-evaluate the sourcer/recruiter workflow.

TALENT INTELLIGENCE CHANGES THE CONVERSATION

HiredScore's proprietary Brain was built on three years of de-biased Intel hiring data and was optimized to understand what qualified talent looked like for every seniority level, location, and business unit. HiredScore included a feature called Fetch that would run automatically at the time a requisition was created in the ATS and search both the ATS and CRM for qualified candidates. In this feature the Intel team saw an opportunity to use automated talent intelligence to enrich the hiring managers' experience. They updated the recruiting team's workflow to include a review of the fetched candidates with the hiring manager BEFORE the requisition was posted. This change had an enormous impact on the intake meetings with hiring managers. With zero effort the recruiter could show up with candidates in hand that had already shown interest in Intel in the past and were known to be qualified. This gave the manager an opportunity to re-evaluate the job requirements based on what real candidates looked like and to invite those candidates to apply immediately if they chose.

Enabled by HiredScore's talent intelligence, reviewing the fetch results before a req is posted, has yielded some important results for Intel.
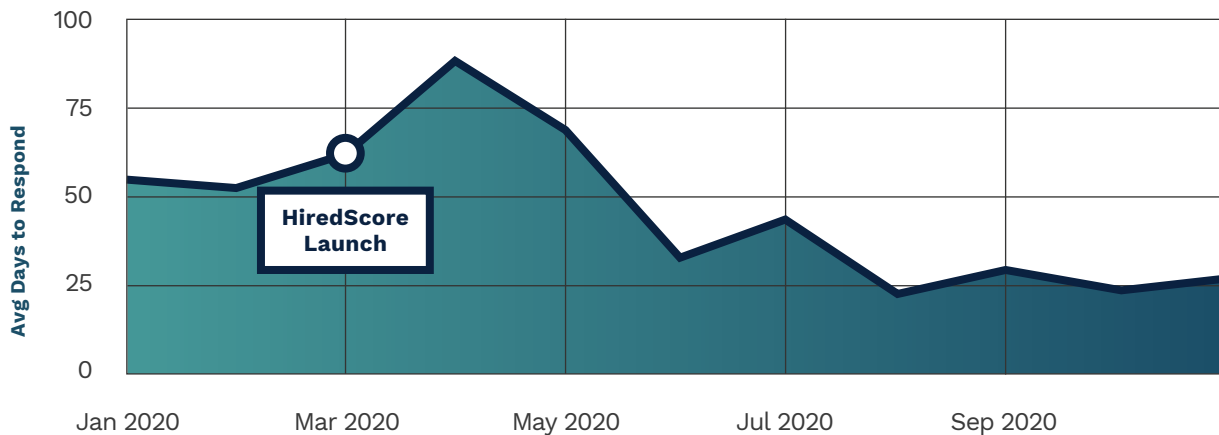
AI Reduces the Time for Intel's Hiring Managers to Receive Qualified Leads by 25%

Avg Days from Req Open to Initial HM Slate

HiredScore Launch

Slate Sent (Date of Initial Candidate Sent for HM Review)

TALENT INTELLIGENCE UNLOCKS THE VALUE OF A CANDIDATE DATABASE

Once Post-AI Workflows Are Adopted (30 days), Dramatically Faster Time to Respond to Candidates & Candidate Experience Improvements

Talent Intelligence AI Outperforms Other Passive Sources by +20x and, when these leads apply the average external candidate by 4.3x

Better Quality Talent Leads to High Conversion to Offers

Fetch Leads Are 4.3x More Likely to Reach Offer

3% External Offer Rate

13% Fetch Offer Rate

Another important implication of Intel's success with HiredScore's Fetch feature is the utilization of an otherwise dormant source of value for the company. While recruiting teams recognize the potential value of the candidates stored in their ATS or CRM they often find it difficult to realize that value. By mandating the review of Fetch candidates for the posting of a requisition Intel has driven significant adoption in just the first few months since launch. With roughly 150 fetched candidates already hired, they have more than paid for the cost of HiredScore itself:

- **Since March Intel has hired 151 people from Fetch**

- **Assuming average compensation of $87k**

- **Assuming standard 10% replacement fee**

- **Realized $1.3M savings since launch in March**

This type of talent intelligence also points to a much clearer strategy for spending recruitment marketing dollars. The role of recruitment marketing shifts from choosing which job board to use to strategizing on how to fill the ATS/CRM with the right mix of qualified candidates to provide good fetch results for every job. Because sparse fetch results can be systematically identified and summarized into career domains a clear picture of the gaps can be surfaced targeted.

This tool was so successful for Intel in just a few months that their operations teams triggered an effort to re-calculate their capacity model, hoping to shift resources from behind-the-scenes-sourcing to more recruiters equipped to engage hiring managers and close offers with top candidates.

CONCLUSION

Talent Intelligence is not about increasing the amount of information per candidate; it's about increasing decisions per day. Today's recruiter isn't struggling with too little information, but rather with too much. As Intel discovered, Talent Intelligence tools can make sense of the noise at scale, and will be crucial in helping organizations increase their talent decision velocity.

Athena Karp – CEO & Founder, HiredScore

Athena Karp is the founder and CEO of HiredScore, an artificial intelligence HR technology company that powers the global Fortune 500. HiredScore leverages the power of data science and machine learning to deliver deep hiring efficiencies, enhance talent mobility, and help organizations adapt for the future of work. HiredScore has won best-in-class industry recognition and honors for delivering business value and transformation in the HR industry.

Prior to founding HiredScore, Athena was an investor in New York, most recently at Altaris Capital, where she managed and sourced healthcare. Previously, she was an Investment Banker at Bank of America Merrill Lynch, focused on public technology and media companies. Athena is continually active with efforts to alleviate poverty and improve the public education system in West Philadelphia, through Community Education Alliance's network of charter schools with +1,000 disadvantaged students, focused on preparing youth with skills for the future of work. Athena holds a BSFS in international politics from Georgetown University Walsh School of Foreign Service. She is a member of the 2018 Class of Henry Crown Fellows within the Aspen Global Leadership Network at the Aspen Institute and is a member of the World Economic Forum's Global Shapers.

Follow Athena on **Twitter** and connect to her on **LinkedIn**.

HOW BEAMERY REALIZES THE POWER OF TALENT INTELLIGENCE CAPABILITIES IN CANDIDATE RELATIONSHIP MANAGEMENT TOOLS

BY SULTAN SAIDOV, CO-FOUNDER AND PRESIDENT
JEET MUKERJI, PRODUCT MANAGER, BEAMERY

TTL INTRODUCTION

In this article, Beamery Co-Founder and President Sultan Saidov and Product Manager Jeet Mukerji describe the firm's roots in CRM and how and why they've shifted to add Talent Intelligence capabilities. The two discuss why this emerging category is important, how organizations can make meaningful decisions with data from multiple sources, and whether Talent Intelligence is a "feature" within existing tools or a category unto itself. They conclude with practical tips for adoption and predictions about where the space is headed.

OVERVIEW OF BEAMERY

Beamery has been a mission-driven company since inception. Our goal, from the beginning, has been to eliminate the 'passport lottery' - the idea that the place that you are born, becomes your destiny - and give every person the opportunity to find the right career, education and healthcare. It's a crucial part of the journey to the eradication of poverty and a better world.

Giving every person this opportunity begins with making talent transformation a central issue for every business. Beamery's Talent Operating System is the platform that organizations can rely on to drive this strategic transformation - our software enables the world's largest companies to attract, engage and retain talent at a global scale.

For companies to transform in this fashion, and build towards the future of work, talent acquisition and talent management needs to be more strategic, more agile, and more efficient than ever before. Organizations need the right skills to succeed today and tomorrow. They need to uncover which of those skills exist internally, and which they are missing.

Beamery's platform helps companies make sense of their talent data. The platform provides a unified foundation of enriched, clean and standardized data. Beamery can help companies tackle their talent challenges - whether the priority is attracting and pipelining passive talent, launching new internal mobility programs, driving DE&I initiatives, individualizing talent experiences, connecting workforce plans to business objectives, and reporting across the entire cycle to make better decisions.

WHAT IS TALENT INTELLIGENCE?

To define Talent Intelligence it's useful to separate out information, intelligence and insight first. For example, if information is a list of candidates and jobs, intelligence could be as simple as matching candidates and jobs using signals of potential and intent to identify fit. But insight comes from understanding why the specific combination of potential and intent makes for a good match, and that requires a system (or talent team) to have a deeper understanding of each position and each person.

Talent Intelligence is a stepping stone to insight, but it's in danger of being interpreted as an end in and of itself. At Beamery, we believe it's a way to achieve more informed and impactful experiences for candidates, recruiters, employees, and talent managers. This has to start with high quality information (i.e. good data) in the system—and without data that's standardized, complete, fresh, unique, valid, and usable... meaningful intelligence can't be derived.

We think of Talent Intelligence less as a noun, and more as a verb—of cleaning the data, turning it into something that's meaningful, and then using it to derive insights and enhance experiences.

FROM CRM TO TALENT INTELLIGENCE

Talent intelligence has been a core part of what we do from the start—whether that's helping recruiters to be proactive with suggested tasks, or scaling their impact with our automation engine and Chrome extension. Applying machine learning capabilities to our platform has been a natural evolution of how we improve experiences further, especially as we've grown from a CRM to a Talent Operating System with use cases for creating greater value in transformation initiatives like internal mobility and talent planning.

We've always been intentional about innovation, rather than touting fix-all AI features just for the sake of keeping up with the Joneses. Many of talent operations' foundational problems have been solvable without AI—like connecting fragmented technology stacks for real-time data share and seamless workflow handoffs between applications. The industry is now starting to look more acutely at gaps in legacy processes and how to connect big ideas to plans and execution more consistently.

Areas like improving recruiting impact by extending talent pipelines to include internal, external, contract, and gig talent lend themselves well to solutions with AI. Breaking through operational silos requires better connectivity, more collaboration, and faster decision-making—and process automation coupled with deep learning can rapidly scale the otherwise limited bandwidth of talent teams to do more without getting bogged down with all of the heavy lifting.

DATA, BLESSING AND CURSE

It's incredibly hard to make and act on decisions as a talent organization with incomplete, out of sync data. It creates an unfortunate cycle where talent teams can't see the data holistically to make informed decisions, and fill the gap with more tools that may not be necessary—it's the reality for many.

This generates more disconnected data, which adds to the confusion. It's like the story of the blind men and the elephant, where each person attempts to describe an elephant after touching a different part of it. You're bound to get misaligned teams and subpar experiences. The issue isn't having different, specialized systems—it can often be better than having a monolithic system that tried to do everything.

In our experience, the foundational issue isn't a lack of "AI" but rather the need for a unifying data platform that connects these systems together, standardizes the information and creates a common language across the ecosystem of tools. With a solid data foundation, the information talent teams need can be more easily collated and consumed for meaningful decision making.

TALENT INTELLIGENCE: A FEATURE OR A CATEGORY?

We've primarily seen talent intelligence used as a proxy for artificial intelligence to date. Despite the number of solution providers touting their offerings, AI is still relatively new in our industry. When organizations weigh up who to partner with, it can be tempting to categorize companies into those who claim to have it as a core part of their product and those who do not for ease of assessment.

In reality, this is not much different than treating AI as a feature where vendors either "have AI" or they don't. This oversimplifies the question of what capabilities are available, and leads many to make the wrong assumptions when trying to choose a vendor who will act as a partner.

To be clear, AI has the potential to transform the industry—but it isn't an out-of-the-box solution. Rather, it's a differing set of capabilities that talent teams can leverage to solve some of their myriad problems. AI features alone are not effective when not delivered in intuitive interfaces and running on top of good quality data. The data underneath, the user experience, the implementation and adoption all matter just as much as the algorithm your vendor has on offer.

So what's more pertinent is choosing a partner who can clean and contextualize data across systems, and use this data for relevant AI applications embedded in easy-to-use, well-implemented and well-adopted solutions.

PRACTICAL APPLICATIONS OF TALENT INTELLIGENCE

Every interaction and experience can be improved with better data applied in smarter ways—which is probably why there are so many vendors in the market touting their unique solutions.

In our experience, Talent Intelligence is particularly helpful for problems around personalization, recommendations and predictions which can be applied across use cases. For employees, this means individualized career paths and recommendations on career growth based on their goals. For talent leaders, this means visibility into the capabilities they have now and the ability to predict how they can fill future roles based on their workforce potential. For recruiting teams, this means activity informed by not only a candidate's potential, but also their intent—their likelihood to engage, move and accept an offer.

Candidly, many talent teams aren't quite there yet. They're still in Phase 1 of talent transformation, focused on adopting more modern tools and processes, optimizing their tech stacks, and improving data integrity. For those slightly ahead, they're utilizing better reporting capabilities to identify gaps in talent pipelines around things like diversity and critical skills. Phase 2 of talent transformation strategies are looking beyond time-to-fill metrics to focus on more future-proof KPIs, and talent intelligence will likely accelerate maturity at this stage. We just have to get the foundations in place first.

PREDICTIONS FOR THE FUTURE OF TALENT INTELLIGENCE

The way we work has changed, fast-tracked by the COVID-19 pandemic, and is likely to continue to change and become more fluid. Companies are more intently shifting their focus to finding potential in talent externally and internally as they look to build up their organizational agility. As you might expect, this has highlighted a persistent problem where we're increasingly inundated with scattered data and a growing number of talent tools. These operational challenges are making the shift to the new ways of working more difficult.

That's why we believe so strongly that in this changing, complex environment, the solutions that will be most impactful are those that bring the tools together coherently and contextualize the data as a foundation for talent experiences.

A prime example of this trend is increasing use of skill and role taxonomies to bring order to data, which has meant that talent organisations have somewhat benefited from using a set list of static keywords. In the next five years, we expect that forward-thinking vendors will have to go far beyond semantic keyword associations to more readily capitalize on knowledge graphs to add context to those words, allowing us to personalize, predict, and recommend more meaningfully, and in turn deliver more dynamic, agile experiences. This transition to graph-based talent intelligence has already begun, and over the next few years, this should mature.

LEVERAGING TOOLS TO ENHANCE DECISIONS FOR HIRING AND STRATEGIC PLANNING

Before moving ahead with a vendor, dig deeper into how much importance they put on data quality and how they maintain it. If you're considering going all in on transformative strategies, good data is not only fundamental to better decisions, but also to the adoption and efficacy of talent intelligence tools.

So go further into the client references, ask to talk to a Head of Talent Operations, and understand how the tool has been adopted, what outcomes it has driven, and how their vendor partnered with them during and after implementation to ensure success from the start.

And, of course, it's critical to consider how technologies that utilize talent data handle bias. Obfuscating a candidate's details is not enough if the underlying algorithm or training data set holds bias. Look into how a vendor defines bias, as there can be different types. Evaluate their anti-bias measures—both machine and human—put in place from data gathering to modelling to delivery to learning.

There should be reasonable explanations throughout the AI delivery pipeline for how and why the AI is built. If that is not there, they are unlikely to be the right vendor for you.

Jeet Mukerji – Lead Product Manager at Beamery

Jeet is the Lead Product Manager for Beamery's Talent Intelligence products. Before joining Beamery, he was a strategy consultant specialising in value proposition design and digital experience delivery.

Sultan Saidov – Co-Founder and President at Beamery

Sultan Saidov is the Co-founder and President at Beamery, where he has been leading the strategy and design of the next generation Talent Operating System since day one. He is a frequent speaker on all things product, recruiting, data and GDPR, and an awardee on the Forbes 30 under 30 list.

HOW THE MATCHING FUNCTIONALITIES OF EIGHTFOLD ACCELERATE AIRASIA'S RECRUITING

BY ZUZANA CHOMISTEKOVA, GROUP HEAD OF RECRUITING, AIRASIA

TTL INTRODUCTION

In this case study, Zuzana Chomistekova, Group Head of Recruiting for AirAsia, describes AirAsia's journey of adopting talent intelligence technology. She gives an overview of AirAsia's Talent Acquisition (TA Function) and describes their current Talent Acquisition Technology Stack, giving an insight into how the team overcame the challenges of implementation. Zuzana also unpacks the business challenges that drove innovation, and concludes with her hopes for the future of TA technology and offers advice for those desiring to leverage talent intelligence solutions.

ABOUT AIRASIA

As our name suggests, AirAsia's core line of business is airlines. A few years ago, we began exploring new lines of business related to travel, lifestyle and finance and expanding our offerings through a portfolio of new ventures. These new ventures include e-commerce with online shopping offerings, cargo and transportation options, and food with franchise restaurants, food or grocery delivery and online technology education. We also have many other ongoing initiatives to diversify our business. In this article, I will share how AirAsia transformed its TA function and to sustain our core business and set up ourselves for the long term success of our new ventures.

AIRASIA'S TA FUNCTION

We keep our TA function lean by leveraging technology in recruitment. In 2020, despite the global pandemic and ensuing lockdowns, AirAsia continued to hire 1,000 new employees into our new ventures. Our recruiting team consists of 18 recruiters based primarily in Malaysia, but also a handful of recruiters are based in India and a number of individual recruiters in Indonesia, Thailand, Mainland China and the Philippines. Our People Operations team manages interview scheduling and other administrative tasks. This enables our recruiters to focus on the human interaction aspect and on core recruiting activities including communicating with talent, engaging with the community, and partnering with our People & Culture and hiring managers. When I joined two years ago, AirAsia was focused heavily on airline recruiting for pilot crew and airline operational roles. Now there is a shift to hiring for technology and digital roles, with a new tech hub in Bangalore and Singapore. Today AirAsia has pivoted to niche hiring in the software engineering, data science or product management space.

AIRASIA'S CURRENT TALENT ACQUISITION TECHNOLOGY STACK

Our talent acquisition tech stack consists of Workday and Eightfold, with Eightfold connecting on top of Workday. Our goal was to achieve a simple, seamless and user-friendly tech stack. The requisitions are created on Workday then ingested by Eightfold, where all the central recruiting activities happen. The recruiter screens and moves candidates forward through the process on Eightfold. There is a two-way data flow between Workday and Eightfold.

THE BUSINESS CHALLENGES THAT DROVE INNOVATION AND TECHNOLOGY ADOPTION

One of the reasons we adopted a system like Eightfold was to help us understand skills in the new markets we were venturing into. AirAsia is a huge brand, attracting one million job applications a year. It is impossible to screen all applications manually. We wanted to alleviate the burden on recruiters of devoting hours sifting through millions of applications to only identify a few relevant candidates. We needed to have a more efficient way of finding the right candidates in a less manual, time-consuming process. This requirement sparked our interest in matching mechanisms, specifically those driven by AI and machine learning. We discovered that Workday cannot search our internal database of candidates. We needed a solution that matched against candidates already in the system.

Secondly, we wanted to give great candidate experience. After the platform went live, AirAsia adopted a "build from within" approach, looking more at internal talent to fill open positions. With a prolonged impact of COVID-19 on airlines over 2020, it was crucial we reallocated our people into new roles as we grew our digital business ventures. To do this, we developed an internal job market on Eightfold to re-engage the talent we already have and match the right people with relevant jobs.

OVERCOMING THE CHALLENGES OF IMPLEMENTATION TECHNOLOGY STACK

Network effects are a key success factor: for a tool to be successful, adoption must be high. Recruiters must really know to leverage the technology to its full potential. Knowing this we created power users in the recruitment team that became part of the testing, implementation, and rollout. Basically, we empowered the power users and let them take ownership of the implementation and solution. Eightfold was instrumental in providing us with various guides, training, and post-live support. For the internal market, those looking for talent needed to have a critical volume of candidates to consider for their projects or open positions; rather than grow this organically, we uploaded at one go 5,000+ résumés of active employees already stored in Workday.

SUCCESS AND LEARNINGS POST-IMPLEMENTATION

Our biggest success came when we made changes. Organically we stopped using job boards to advertise open positions. We also minimized the use of agencies for permanent placement as we were able to leverage what we have in our database. The cost-savings were significant. Due to Eightfold's matching mechanisms, we were able to pinpoint who would be the right candidates to fit our roles. We were able to hire for new skills and roles that we've never had to before, which was critical to the growth and success of our new ventures outside of the airline business. The matching mechanism identified virtual events and campaigns that we found were particularly useful for high-volume recruiting. We realised that internal talent was a pool we were previously not exploring that yielded strong results and good matches. Our core focus in 2021 will be to uncover the hidden internal talent we already have.

STRATEGICALLY HANDLING MULTI-COUNTRY MATCHING AND SOURCING

We source on a global scale and each country has its own dynamics and processes when it comes to matching and sourcing. When we post in India we get thousands of applications, so the matching capabilities are essential. I cannot imagine living without matching with the high amount of applications we receive in India. It is impossible for a recruiter to manually go through 3,000 applications and select three people for an interview. With multi-country sourcing and matching, we had to go through a couple of exercises with Eightfold for the system to learn and pick up on different languages. In two-three weeks, we successfully finalized a multi-country matching and sourcing strategy.

HOPES FOR THE FUTURE OF TA TECHNOLOGY

I hope there will be more opportunities in the next five years for recruiters to leverage technology that will allow them to focus on understanding candidate strengths and candidate engagement. I also hope that by harnessing technology recruiters can better understand the candidates, the market, and acquire business acumen. My ultimate hope is that technology can handle some of the basic interview processes that are more manual, so that recruiters can dedicate more time to the higher-level, human-centric tasks in the hiring process.

ADVICE FOR THOSE INTERESTED IN LEVERAGING AI AND TALENT INTELLIGENCE TECHNOLOGY

My advice for larger employers that are interested in leveraging AI and Talent Intelligence technology in their solutions is whatever is good now may not be relevant in two years. I would recommend asking yourself two main questions. The first question I would consider when making a technology selection is does the tech fit within your technology stack? Secondly, what technologies will be on the market in the next three years?

Our process when acquiring a new technology is to start with a pilot, try the tech out, and then if it works we can implement the technology. I would recommend finding a vendor who approaches you as a partner, not as a client – who is keen to understand your business and your challenges, as well as willing to build and tailor products to shape their products and services to your particular needs.

Zuzana Chomistekova – Global Head Of Recruiting at AirAsia

Zuzana Chomistekova has over 15 years of experience in recruiting and talent acquisition functions. During this time, Zuzana specialized in bringing the best local and global talents to leading organizations such as AirAsia, Agoda, and American Express. She is passionate about recruitment automation processes and enhancing both candidate and hiring manager experiences.

HOW AN INTELLIGENT TALENT DATA SYSTEM WILL SHAPE THE FUTURE OF RECRUITMENT

BY STEVEN JIANG, CEO AND CO-FOUNDER, HIRETUAL

TTL INTRODUCTION

*In this article, Steven Jiang pinpoints how intelligent talent data will innovate recruitment. Jiang unpacks the building blocks and implications of talent data systems becoming the ideal recruitment infrastructure. The article highlights key learnings from 2020 and explains why **proactiveness and adaptability** are at the core of the lessons learned. Jiang then expounds on the talent sourcing strategies of building pipelines for the future and diversity and inclusion. The article concludes with advice on what recruiters should do if they have limited recruitment marketing budgets and a tighter time constraint to fill high priority positions in a high unemployment market.*

Over the past 30 years, you'll notice that alongside the steady creation of jobs and rapid development of technology came periodic waves in the evolution of how companies hired talent. From newspaper ads and job forums, to job listing websites like Monster and Indeed, to the networking giant that is LinkedIn - recruitment technology has continued to transform in accordance to the way we consume and share information.

In the Internet age of the 2010s, online communities for job seekers like LinkedIn revolutionized the way employers met potential talent. As we move down the 2020s, the world has embraced connectivity far beyond the scope of just the Internet. In an age of AI, the cloud and virtual communication, we've become a data-driven society. In fact, we've created **90% of the world's data** in the last two years alone. For that very reason, it's time for a new evolution in recruitment technology - the talent data system.

The year 2020 put the agility of recruitment processes to the test. Despite most companies having access to LinkedIn, Applicant Tracking System (ATS) and Customer Relationship Management (CRM) software, recruiting teams still struggled to adapt to digital transformation. Talent acquisition today has become a robust infrastructure of data coming in from different sources. A talent data system helps these different sources work together before transforming the output into actionable insights for recruiters. It's not magic, it's **data intelligence**. Here's how it works.

WHAT IS A TALENT DATA SYSTEM?

The term 'data-driven recruiting' has become increasingly popular leading up to 2020, with leaders calling for hiring teams to make the most of the increase in candidate data for better quality hiring decisions in a shorter amount of time. However, the **average time-to-hire** has remained (or possibly even increased a bit) since 2010 despite recruiters having more options when looking for talent. Why is this happening?

A majority of the recruitment function is still relying on data availability stuck in rigid legacy systems in an age where candidate data is being produced at a much higher volume. Teams are stuck in the **80/20 dilemma**, spending most of their time finding and organizing data in fragmented processes instead of actually acting on that data.

A talent data system is an AI-driven loop of structured and unstructured labor market data between different softwares and services in a recruitment tech stack. As we prepare for 2021 - arguably the most digitized workforce era in history - this system will become the ideal recruitment infrastructure to help hiring teams make a shift from data availability to data intelligence.

1 **The Building Blocks**

The driving force behind this system is Artificial Intelligence (AI) - not to automate processes, but to take things one step further and augment it. Legacy talent databases are flat structures that aren't made for complete agility and consistent optimization. A talent data system is built on a Knowledge Graph, a fluid and self-expanding infrastructure that consolidates data points from the Internet, API integrations, ATS/CRM software, business intelligence tools and other integrated software into a centralized location.

The graph takes that data and analyzes the web of relationships formed between them, even taking conversational data and activity data into account. Natural Language Processing (NLP) helps the graph understand human language and identify recurring patterns in an expanding data set at a scale that humans cannot do.
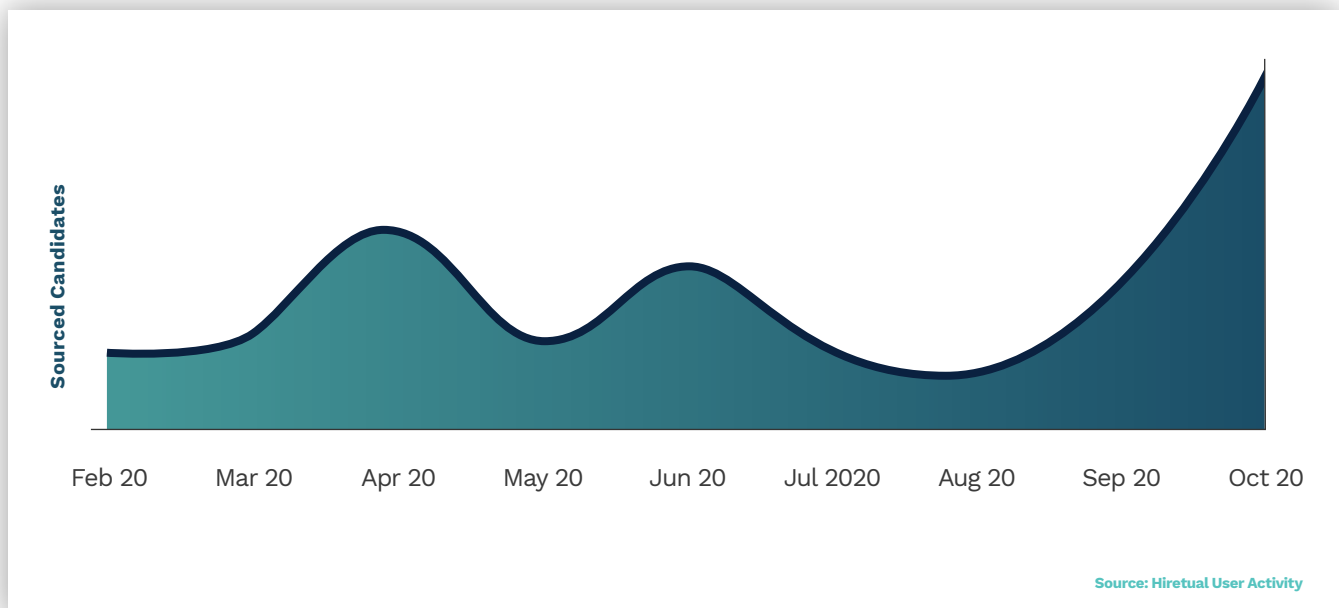
2 **The Implications**

Within this infrastructure, recruiters sit in the center. Hiring teams can now let this talent data system run in the background, continuously feeding on structured and unstructured data to automate data flow between different softwares and services, identify trends and patterns within talent pool data and self-learn and improve from experience with Machine Learning (ML) algorithms.

While data is extracted and transformed, recruiters can spend 80% of their time increasing touch points with leads, building strategies targeted to trends for specific open reqs, and being a consultative partner to organizations when it comes to matters like attracting Gen Z talent and increasing diverse representation in talent pipelines.

RECRUITING WITH A TALENT DATA SYSTEM IN 2020: WHAT HAVE WE SEEN?

In 2020, we learned from our customers that successful hiring teams mitigated the negative impacts of the pandemic with two things: **proactiveness and adaptability**. Teams were proactively building talent pipelines for future roles and diversity hiring, and they were adapting to the need for shorter hiring cycles by revisiting warm leads in their ATS/CRM systems.

Through user activity on our platform, we saw talent sourcing activities bounce back on multiple occasions throughout the year. Interestingly enough, candidates sourced by Hiretual users in Q2 of 2020 onwards were on par with pre-pandemic levels. Recruiters were moving 60% more of their candidates down the recruitment funnel in Q2 of 2020 as compared to Q1, and by Q4 of 2020, recruiters were sourcing 165% more candidates on our platform than they did in Q4 of 2019.

Source: Hiretual User Activity

As a talent data system, Hiretual focused on expanding partnerships and system integrations in 2020 to help teams navigate new sourcing channels as they sourced talent beyond proximate locations in a remote and global talent pool.

Other Strategic Shifts in Talent Sourcing Strategies Include:

1   **Building Pipelines for Future Roles**

Recruiters are using labor market data to stay on top of talent pool trends for roles they expect to hire in the near future. By aggregating and analyzing data from millions of candidate profiles both online and within internal systems, teams are able to build searches targeting competitor employers, popular schools and comparing talent density in both popular and alternative geographic locations. This has helped our customers allocate resources in advance to prepare for remote work, virtual campus recruitment and the growing demand for technical roles and IT support.

2   **More Hands on Deck for Diversity & Inclusion**

Data intelligence has helped recruiters **increase visibility of diverse talent** in the sourcing process as well as **reduce time spent identifying candidates from diverse backgrounds**. The real-time loop of data between integrated systems in Hiretual helps us build dashboards that can be customized to focus on labor market patterns within underrepresented groups, such as average market values, top geographic locations, top organizations and gender and racial parity for a job title. Ultimately, these details will help recruiters build intentional searches that would be sure to surface more equal representation in search results.

3   **Looking at Places Once Ignored**

What should recruiters do if they have limited recruitment marketing budgets and a tighter time constraint to fill high priority positions in a high unemployment market? Look at qualified candidates that didn't make the cut in the past. Rediscovering candidates within a rigid legacy system like an ATS is inefficient when done manually. Data is oftentimes not uniformed and outdated, making thousands or more profiles basically worthless. As a talent data system, Hiretual's two-way integrations with ATS softwares allows for stale data to be enriched and refreshed with up-to-date data pulled from open web profiles or even duplicate profiles within the system. This real-time partnership between different systems allows gaps and inconsistencies in existing data to be filled and managed without manual programming from recruiters themselves.

Steven Jiang – CEO & Co-Founder, Hiretual

Steven Jiang is the CEO and co-founder of Hiretual, the recruiting industry's leading Talent Data System. Coming from a technical background, Steven's passion for recruiting began with his own struggles hiring engineers as an Engineering Manager at Samsung's mobile division in Silicon Valley.

Steven founded Hiretual on the principles of leveraging deep advanced technology to transform recruitment into a data-driven model that was completely Internet-friendly. Powered by a proprietary AI-matching engine, Hiretual helps recruiters source and engage the most relevant job candidates 10 times faster with the power of public data found on the Internet and intelligent system integrations with search engines, talent databases, and business software.

A lifetime student of recruiting, Steven believes in empowering recruiters with valuable and up-to-date resources in the ever-evolving hiring landscape.

Follow on **LinkedIn**.

TALENT INTELLIGENCE TODAY
BY SOMEN MONDAL, CEO & CO-FOUNDER OF IDEAL

TTL INTRODUCTION

In "Talent Intelligence Today", Somen Mondal, Co-Founder of Ideal, shows the three main areas of Talent Intelligence. The article highlights specific use cases for talent intelligence and elucidates on the risk of leaving talent decisions to AI. Mondal illustrates how to bring together disparate sources of data and analyzes the impact of COVID-19 on Talent Intelligence. Mondal concludes the article with a foresight into where Talent Intelligence is headed.

The need for talent intelligence was something Mondal had first experience with several years ago. When his first software company in Toronto was rapidly growing, they were receiving hundreds of new resumes a week which was more than they could even review. Their hiring process was riddled with bias and inaccuracy, to the point where they would hire two salespeople knowing that they would likely retain only one. Upon successfully selling that company and looking for the next big idea, they realized that larger companies were likely having the same problems on a magnified scale. Mondal recognized that talent intelligence solved a lot of their past problems, including unconscious human bias, costly hiring inaccuracies, and high volume resume screening.

Today, large enterprises have a strong incentive to screen and match thousands of candidates without bias. It is more equitable, and it leads to more inclusive and diverse workplaces.

WHAT IS TALENT INTELLIGENCE?
Talent Intelligence Can Be Divided Into Three Areas:

1 **Talent Acquisition**   **2** **Talent Management**   **3** **Talent Fairness**

By starting at the screening and matching stage, talent acquisition teams can address questions such as how can our organization best shortlist candidates? How can we get the right talent in front of a recruiter as fast as possible? How can we match candidates to the right jobs?

The key drivers here are fairness, efficiency and accuracy.

The same goes for matching with talent management data. How do we create a data-backed approach to internal mobility, career pathing, and succession planning?

The final piece is reporting for diversity, equity, and inclusion, which is essential to ensuring talent fairness (and compliance). It measures how equitable talent decisions are made from talent acquisition to talent management by using the intersection of demographic data and talent decisions.

Putting it all together, Talent Intelligence means using a data-backed approach, across the talent lifecycle, while ensuring that those decisions are always equitable and fair. At Ideal we have built a solution that can significantly contribute to these areas.

3 USE CASES FOR TALENT INTELLIGENCE

While There Are Many Use Cases for Talent Intelligence, Here Are the Three Most Common Ones We Tend to Encounter:

1   **Screening and Shortlisting Candidates**

When companies receive thousands of applications, especially now because of the COVID-19 situation, the Talent Intelligence framework can help shortlist candidates in a more balanced and efficient way. What we see is a more diverse talent pool as a result, with no bias in the selection process. This can drastically reduce time-to-fill.

2   **Diversity, Equity, and Inclusion Reporting**

DEI reporting allows companies to see the intersection between demographics and different segments of people. For example, one company might examine the demographics of people who were promoted this past year.

Talent Intelligence enhances this reporting in two ways. First, it uses machine learning to enrich and infer demographic data (e.g. the average annual income of the candidate's neighborhood). Second, it helps provide insights and easily digestible scoring so leaders can see the most immediate areas of need in terms of inequity. This also allows companies to report on EEOC compliance (CHRC in Canada and directives in the EU).

3   **Internal Mobility**

How do we go beyond updated talent profiles to incorporate all data sources (psychometric assessments, learning, performance, and so on) when making internal mobility (promotions, lateral moves, etc.) recommendations and suggestions? Talent Intelligence can bring all of this relevant data together for more accurate and efficient career pathing and succession planning.

THE RISKS OF LEAVING TALENT DECISIONS UP TO AI

As powerful as artificial intelligence might be, there is definitely risk in leveraging AI to make talent decisions. When it comes to ensuring your own AI makes ethical decisions, keep two things in mind:

- **Can an algorithm fully and transparently explain every decision it is making?**

  Blackbox algorithms, for instance, that just spit out a score with no explanation, aren't acceptable. In fact, this kind of scoring can be dangerous. Instead, insist on algorithmic "explainability."

- **Adverse impact reporting**

  Can you verify and validate whether an algorithm or human team is making inequitable decisions? This is the core idea behind Ideal's DEI Insights.

BRING DISPARATE DATA SOURCES TOGETHER

The goal of Ideal as a Talent Intelligence platform is to relate performance, applicant tracking system (ATS), and psychometric data. Combining all of these data sources is the only real way to achieve true Talent Intelligence.

So, what does that look like in practice? A Talent Intelligence platform ought to integrate with multiple data sources, including video interviews, skills assessments, psychometric assessments, performance, payroll, and so on. Why? Because no one platform will never be able to be the best-of-breed in all of these areas. Instead, a Talent Intelligence platform should complement and supercharge existing systems.

HOW COVID-19 HAS IMPACTED TALENT INTELLIGENCE

The COVID-19 outbreak, economic downturn, and massive shift toward remote work have led to some interesting trends. While accuracy, efficiency, and fairness still remain important, efficiency and fairness have become particular points of interest for companies navigating this turbulent landscape.

The good news is that Talent Intelligence is adaptable to any work environment, remote or otherwise. And as companies take this time to accelerate their digital transformation programs, we find that Talent Intelligence remains a core part of that strategy for many companies.

LOOKING FORWARD: WHERE TALENT INTELLIGENCE IS GOING

If the 2020 Gartner Hype Cycle report is any indicator, we're likely in the early stages of adoption for Talent Intelligence. Many of the technologies that fall under the Talent Intelligence umbrella, such as diversity & inclusion (D&I), human capital management (HCM), AI, talent acquisition, skills ontologies, and internal talent marketplaces, are all in the beginning stages (or what Gartner calls the "innovation trigger").

That said, over the next five years, Talent Intelligence promises to be an essential part of an HCM strategy. Organizations will continue to prioritize Talent Intelligence as part of their broader digital transformation strategies.

Somen Mondal – CEO & Co-Founder of Ideal

Somen is a Canadian entrepreneur and the Co-Founder of Ideal. With an early fascination with the future of AI, Somen pursued a B.A.Sc. in Computer Engineering from the University of Toronto and later completed an MBA from Queen's University. Somen served as Co-Founder and CEO of Field ID until it was successfully acquired by Master Lock LLC in 2012. Somen's trophy case includes spots on the Profit Hot 50 and Deloitte Fast 50 Companies-to-Watch lists as well as the Ontario Ernst & Young Entrepreneur of the Year Award. He is a member of the Global YPO Community and volunteers at Queen's University on the Advisory Board at Smith School of Business and Smith Founders' Pledge, in addition to the Entrepreneurship Leadership Council at the University of Toronto.

Ideal is a talent intelligence system with the mission to be accurate, efficient, and fair. Ideal enhances HR software by leveraging proprietary artificial intelligence and analyzing data across the entire employee lifecycle. Ideal is able to accurately screen and match talent and automate administrative tasks —all while providing concrete, data-driven insights on diversity, equity, and inclusion. For more information, please visit: **www.ideal.com**

ideal.

TTL ANALYSIS- TALENT INTELLIGENCE

Talent Intelligence is an emerging area of the ecosystem, and we expect a lot more investment, innovation, and adoption in this area in the coming months and years. It's possible that Talent Intelligence will evolve into a recruiting "layer" that spans multiple systems and processes, instead of a bespoke point solution provided by a single vendor as it is mostly implemented today. Regardless how this emerging category evolves, below we highlight key takeaways for various stakeholders.

Talent Acquisition and Corporate:

- Currently, solutions are specialized around specific domains, primarily external sourcing-focused, external labor market-focused, and internal talent-focused. That said, these are evolving and ever expanding, though no solution today offers talent intelligence across the entire talent acquisition/management spectrum.

- These solutions can be particularly effective for diversity hiring and sourcing, as they can both benchmark current state relative to market and also leverage specific features to unearth diverse candidates (e.g. AI-based inference of gender or race).

- Currently, these solutions are relatively expensive, and while ROI may be easy to capture for a large enterprise, smaller companies may have to wait for costs to come down before these tools are within reach.

Staffing and Human Capital:

- To a large extent, the quality of the match is staffing firms' biggest differentiator, and because of that, Talent Intelligence may be seen as a competitive threat. If a client can point a tool towards a temporary labor pool and understand the best matches, what need is there for a staffing company?

- That said, we think these can potentially offer substantial value from a sourcing perspective, and some larger firms have leveraged these tools in a client advisory capacity to differentiate their offerings.

Builders and Technology Companies:

- Given that AI is a heavy component of this entire solutions category, to the extent that regulations or corporate appetite for risk move the wrong direction, this could pose a somewhat existential threat. Builders should move quickly to make their use of AI as clear, auditable, and explainable as possible.

- In our view it's not yet clear where the winners of this category will come from; e.g. will it be purpose-built analytics tools, matching systems, CRMs or other recruiting platforms, or social search tools?

- Recruiting processes are increasingly complex, and providers will need to account for new data types increasingly part of the modern tech stack. For example, video interviews, behavioral and skill assessments, or work projects done on an external marketplace are new indicators and data points that TI vendors will need to integrate with and incorporate, and being able to intelligently act on these new data sources will be key to success.

ABOUT TALENT TECH LABS

Talent Tech Labs is on a mission to elevate the state of the art in recruitment through technology. We do this by equipping top corporate talent executives and staffing company leaders with the right mix of market intelligence, industry insights, human guidance, and decision support. We are the only research and advisory firm entirely focused on Talent Acquisition (TA) technologies. We are 100% independent, which means our information is free of bias. From an agnostic point-of-view, we demystify the complicated, emerging TA technology landscape, so buyers can make the best decision. Ultimately, we empower buyers to choose the right tools and solutions wisely and confidently in order to attract and hire the talent they need to succeed. To learn more about TTL, visit our website **here**.

CONNECT WITH US

in **/company/talent-tech-labs**

f **/talenttechlabs**

🐦 **@talenttechlabs**

REACH OUT DIRECTLY

✉ **hello@talenttechlabs.com**