



## IMPROVING THE CANDIDATE EXPERIENCE: **JOB APPLICANT BLACK HOLE, SOLVED!**

### HIGHLIGHTS

- Response to every resume within 48 hours
- 60 hires made from pool of previously missed applicants

### CLIENT

A multinational, publicly-held corporation headquartered in New York City, ranked one of the largest independent software corporations in the world, reporting over \$4B in revenue for 2016.

### SITUATION

In a year, this client receives an average of 100,000 applications, of which only 12% were being reviewed. Because the majority of applications received are not relevant to the roles being applied for, the Talent Acquisition team did not review most of them,

because they viewed the activity as time wasted and siphoned away from finding qualified candidates to fill the roles.

### CHALLENGE

Thousands of applicants annually were being ignored, creating a bad candidate experience and detracting from the brand we strive to embody. We were unable to fully realize the ROI on marketing investments.

To close the proverbial black hole and improve the client's candidate experience, AGS determined every candidate who applied for a role needed to receive a timely response, either by email or phone.

### OUTCOME

Every application receives a personal response, whether positive or not, within 48 hours.

Within the initial pilot period, the team worked on over 25,000 applications, resulting in 60 hires from a previously unreviewed candidate pool, as well as useful data in identifying how to best invest marketing channel dollars.

## INNOVATION

To ensure each and every candidate was reviewed and would receive a response, we resolved to build an in-house, offshore team of Talent Assessors in one of our Recruitment Delivery Centers to perform application screens of all candidates who applied through the client's applicant tracking system. Once this initial screening takes place, candidates who are not considered the right matches for specific roles receive a response informing them of the fact but also inviting them to join our client's talent community, so we can track their careers and remind them of other positions as they become available. Those who match the requirements and disposition of the role continue along the recruitment workflow.

Today we have three Talent Assessors, at an annual cost of less than \$20,000.

Here are the steps we took to make it happen:

### 1. EVALUATE THE NEED:

Every brand has different needs for applicant reviews, based on multiple factors such as number of applications received per year, ATS functionality, and difficulty for filling average requisitions. In order to structure the right solution, we asked ourselves specific questions: How many applications are lost to the HR black hole in our organization? Does the value of decreased time-to-fill and increased quality-of-hire exceed that of the Talent Assessor team investment? How long will it take for a Talent Assessor to review an application for basic requirements? How many full-time people will that require over the course of a year? Who should lead this team, and do they have the bandwidth? We found this to be an opportunity to give transitional

responsibility to a talent acquisition team member seeking leadership development.

### 2. CREATE OPERATIONAL STANDARDS AND GOVERNANCE:

We started building our Talent Assessor program with a Candidate Disposition Guide. This document lays out global and regional standards for rejecting candidates at each stage of the application and interview process. These guidelines have been established for internal, referred, and external applicants. The Candidate Disposition Guide includes Disposition Flow Charts for the Americas; Asia Pacific; Europe, Middle East, and Africa; and India; as well as Applicant Tracking System templates and guidelines for disposition conversations. This document serves an additional purpose, establishing a governance model—as it applies to which role is responsible for making disposition decisions and sending rejection communication to the applicant or candidate at each stage.

### 3. IMPLEMENT AND TRAIN:

As with any new process or program, adoption success depends entirely on the execution of change management. Recruiter buy-in is crucial to the success of a Talent Assessor program. Through carefully crafted messaging, we ensured our recruiters understood the value of the program and how it would improve their own personal metrics and help them better achieve their business goals. After affected teams were provided with all information about the new program, we began sending weekly adoption updates and reminders about the importance of the new Talent Assessor process; this helped to quickly establish engagement.



#### ABOUT ALLEGIS GLOBAL SOLUTIONS

Allegis Global Solutions is founded on a culture that is passionate about transforming the way the world acquires talent by delivering client-focused solutions that make a difference for businesses worldwide.

