

LinkedIn TALENT SOLUTIONS

GLOBAL RECRUITING TRENDS 2018

ARTIFICIAL INTELLIGENCE: YOUR SECRET WORKHORSE

HOW 3 COMPANIES USE AI TO WIN TALENT

“Artificial Intelligence (AI) is like the Industrial Revolution on steroids. It is poised to transform virtually every industry on a scale that will leave many people breathless. The human resources profession is no exception.”

JACK ULDRICH
GLOBAL FUTURIST

INTRODUCTION

DISCOVER THE SMARTER WAY TO HIRE

Artificial intelligence gets a bad rap. It's not futuristic robots taking over the world nor is it as mysterious as the terminology suggests. The truth is, AI is already here, and AI is for every recruiter. It's powerful technology that automates routine tasks such as resume-parsing and scheduling so that you can focus on work that requires the human touch, like getting to know candidates and negotiating offers.

We recently surveyed nearly 9,000 recruiters and hiring managers from around the globe about their attitudes toward artificial intelligence. We set out to uncover where AI will have the most impact and how it'll affect your job as you know it. This report combines our survey insights with examples of three companies putting AI to work.

AI'S IMPACT ON RECRUITING IS ON THE RISE

Artificial intelligence is a machine's ability to have human-like intelligence. Computers can be programmed to learn with data in order to perform a task, and improve at the task as more data pours in. AI is the powerful force behind new technologies from self-driving cars to search engines, and it's on its way to revolutionizing the talent industry. This next-generation technology helps recruiters work faster by automating administrative tasks, and smarter by generating insights they wouldn't think of alone. According to our research, most recruiters and hiring managers already foresee its impact.

FUTURE PREDICTIONS

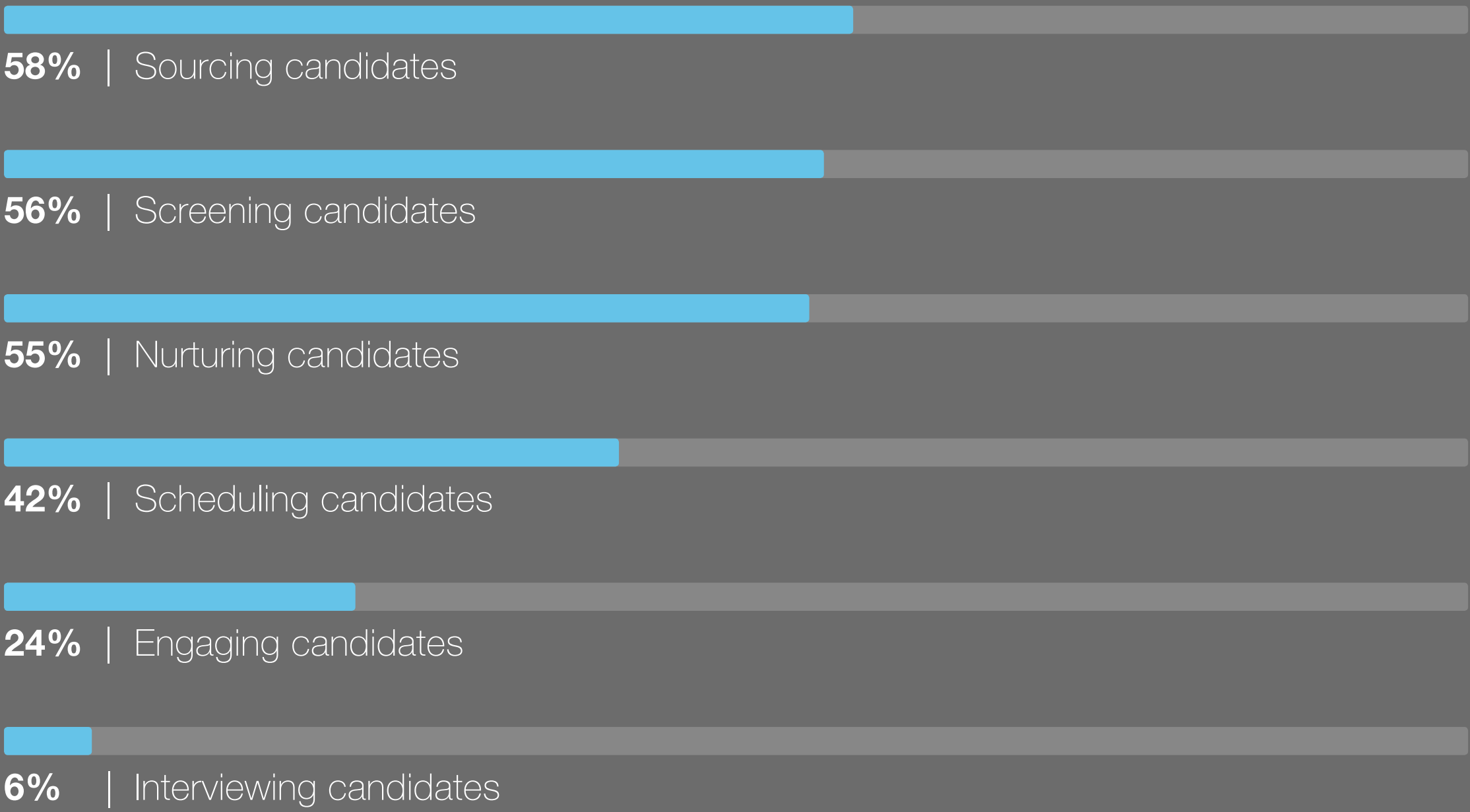
76% say AI's impact on recruiting will be at least somewhat significant



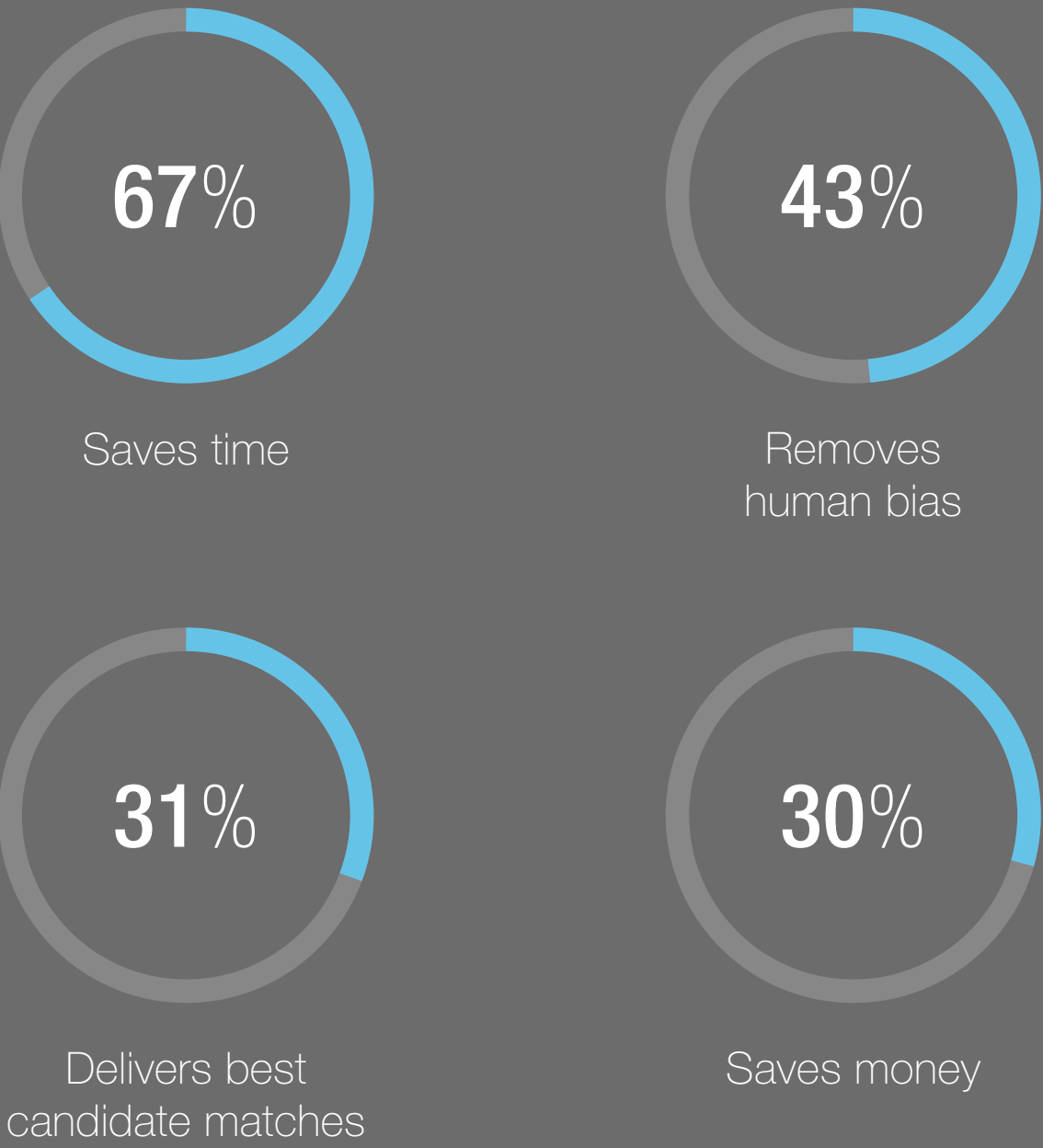
AI DOES THE GRUNT WORK SO YOU DON'T HAVE TO

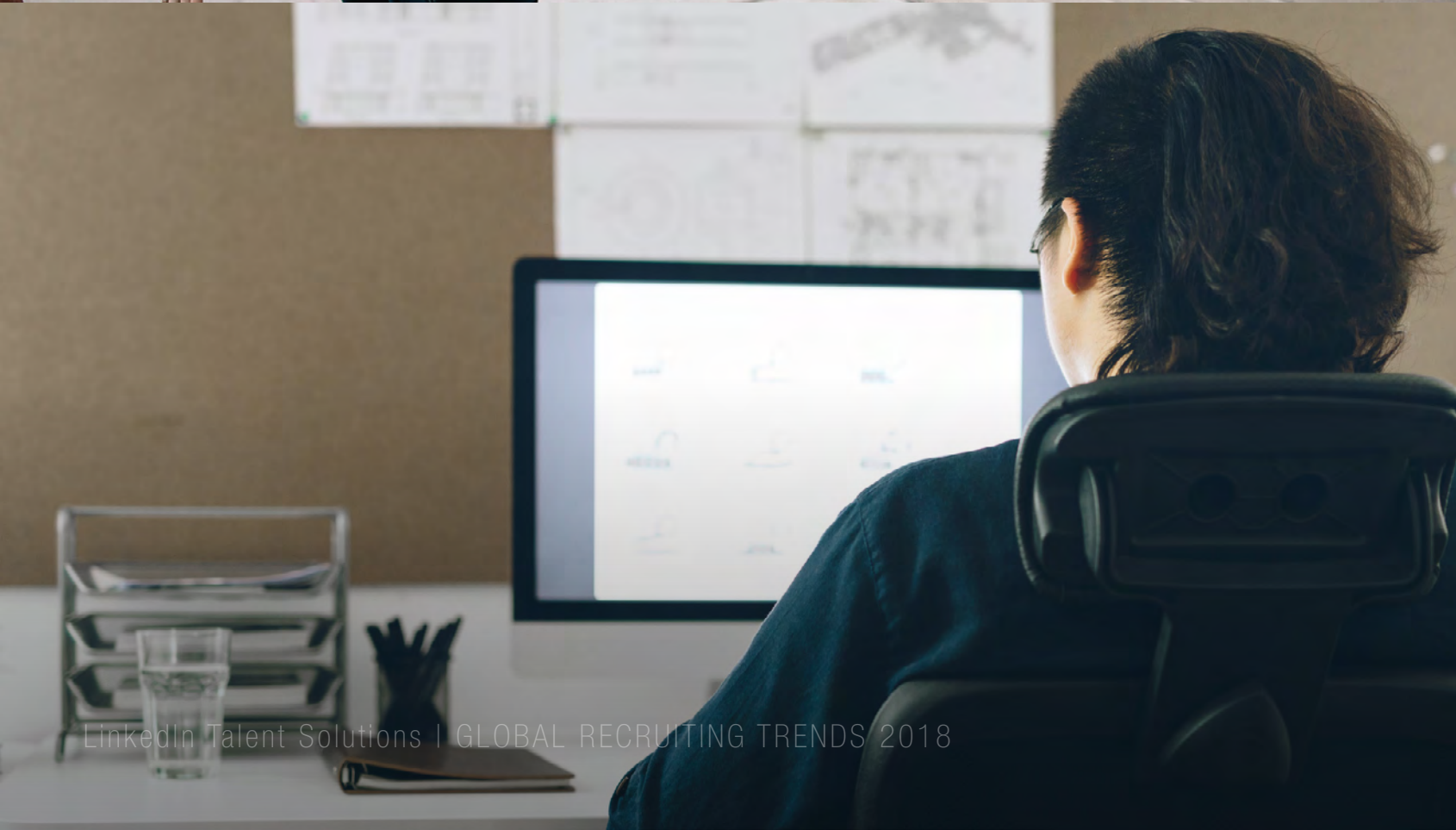
When you get 300 resumes for one req and countless emails from candidates, it's hard to move fast. But now, software can read those resumes simultaneously and dramatically accelerate your workflow. Now chatbots can respond to candidate questions so you don't have to. Multiply the effects of these examples and the time-savings is huge. AI frees you from the manual form-filling tedium. For the more complex aspects of your job — engaging and interviewing candidates — it's no surprise that AI is seen as less helpful.

WHERE AI IS MOST HELPFUL



KEY BENEFITS OF AI





AI DOESN'T REPLACE YOU, IT EMPOWERS YOU

Could a robot do your job? Sure, parts of it. But AI replacing you altogether isn't happening, and there is little concern it will. Only 14% of talent acquisition professionals are concerned that AI will take away their jobs, according to our survey. Rather than eliminate your job, AI augments it by analyzing more information faster and smarter than you could ever do alone. It automates low-level tasks so you can focus more time on recruiting strategy and candidate relationships. Our research shows AI is least likely to replace the parts of your job that require personal and emotional engagement. Makes sense, as a machine with human-like empathy is a taller order technology-wise. But even then, it still wouldn't be a question of a machine replacing you. It would be a question of how much the machine could amplify you.

TOP SKILLS AI IS LEAST LIKELY TO REPLACE

- 1 | Building relationships with candidates
- 2 | Seeing candidate potential beyond credentials
- 3 | Judging "culture add" or "culture fit"
- 4 | Gauging candidate interpersonal skills
- 5 | Convincing candidates to accept offers

CASE STUDY

AI CUTS HIRING TIME BY HALF AT INTUIT

Tasked with hiring over 6,000 employees a year, Intuit’s VP of Talent Acquisition [Nick Mailey](#) has become bullish on AI. He sees three main benefits: higher-quality talent, a faster process, and an improved experience. Using AI-powered LinkedIn Recruiter, his team can narrow talent pools to those most likely to engage, and can identify top talent not previously considered. The company is developing an algorithm-driven digital platform that scores and prioritizes candidates based on the profiles of its top performers. Now when a req opens, the best-match profiles automatically attach to it.

Intuit has developed a model that hones in on the most relevant characteristics of an ideal profile. The company has used it to weed through over 13,000 developer profiles, allowing the team to focus on the top 1%. For Intuit, using AI to source candidates has resulted in faster cycle times and as a byproduct, higher quality of hire scores.

THE IMPACT

MORE QUALIFIED EMPLOYEES	Intuit tracks employee performance by source of hire. Employees overall have a high score of 4.6/5 on average, but it’s 4.8/5 for those sourced from the model due to weeding out more unqualified candidates.
FASTER TIME TO HIRE	It takes under 30 days to hire from the prioritized list of candidates versus 62 days from the extended pool.



NICK MAILEY
VP OF TALENT ACQUISITION,
INTUIT

“The value of machine learning is in prioritizing talent. We’re now really good at eliminating candidates we don’t want. Since we no longer waste time on people who don’t qualify, our recruiters are much more efficient.”

CASE STUDY

VODAFONE CUTS HIRING TIME IN HALF WITH VIDEO INTERVIEWS SCREENED BY ROBOTS

UK-based Vodafone takes video interviewing to the next level by using AI-powered software to screen its videos. Just like regular video interviews, candidates record themselves answering standardized questions. But instead of recruiters reviewing them, robots (a.k.a. computers programmed with advanced algorithms) analyze the interviews. Based on role requirements, other candidates, and top performers at Vodafone, the machines assess candidate suitability across 15,000 different dimensions, from body language and facial cues to voice intonation and speech cadence. If candidates pass the video interview, they are then invited to in-person interviews.

THE IMPACT

FASTER TIME TO HIRE	AI-powered video interviews have cut Vodafone's hiring time in half for its higher-volume call center and customer service roles. Over 50,000 applicants have participated.
BIGGER TALENT POOL	Video is not limited by geographical constraints and is highly convenient, both of which broaden Vodafone's talent pool. It also attracts passive candidates who are willing to record a short interview but not yet take a day off to meet in-person.
BETTER ABILITY TO ASSESS SOFT SKILLS	In contrast to phone screens, video interviews allow Vodafone to actually see its candidates. Coupled with the AI-powered screening, this has been a huge advantage in hiring for "attitude."

“It takes a tremendous amount of time out of the hiring process and it allows us to fish from a much bigger pool [...] This is the future of resourcing.”



CATALINA SCHVENINGER
GLOBAL HEAD OF RESOURCING AND
GLOBAL BRAND, VODAFONE

CASE STUDY

DEUTSCHE TELEKOM AG CHATBOT NURTURES THE RIGHT CANDIDATES

The HR team at [hub:raum](#), the startup incubator of Deutsche Telekom AG, is hot for chatbots. Together with Job Pal it has created a chatbot to answer questions that potential applicants have about posted job offers. The bot can have a conversation that enables two things: filtering out candidates who are not relevant (based on chosen criteria) and telling those poor-fit candidates that their chances of getting hired are low so applying wouldn't be recommended.

If you're hungry for more bots, check out how Sutherland is using [chatbots to improve its candidate experience](#).

THE IMPACT

BETTER CANDIDATE EXPERIENCE	The chatbot is available 24/7 to answer potential applicants' questions. Candidates are spared the information 'black hole' because the chatbot maintains interaction with them while they wait.
HIGHER RECRUITER EFFICIENCY	The chatbot filters out applicants who lose interest in jobs upon receiving detailed information. HR staff thus have more time to spend with applicants who are suitable, interested candidates.

“Recruiting can and should include tech—without making myself redundant. It lets me go back to being human as an HR person again.”



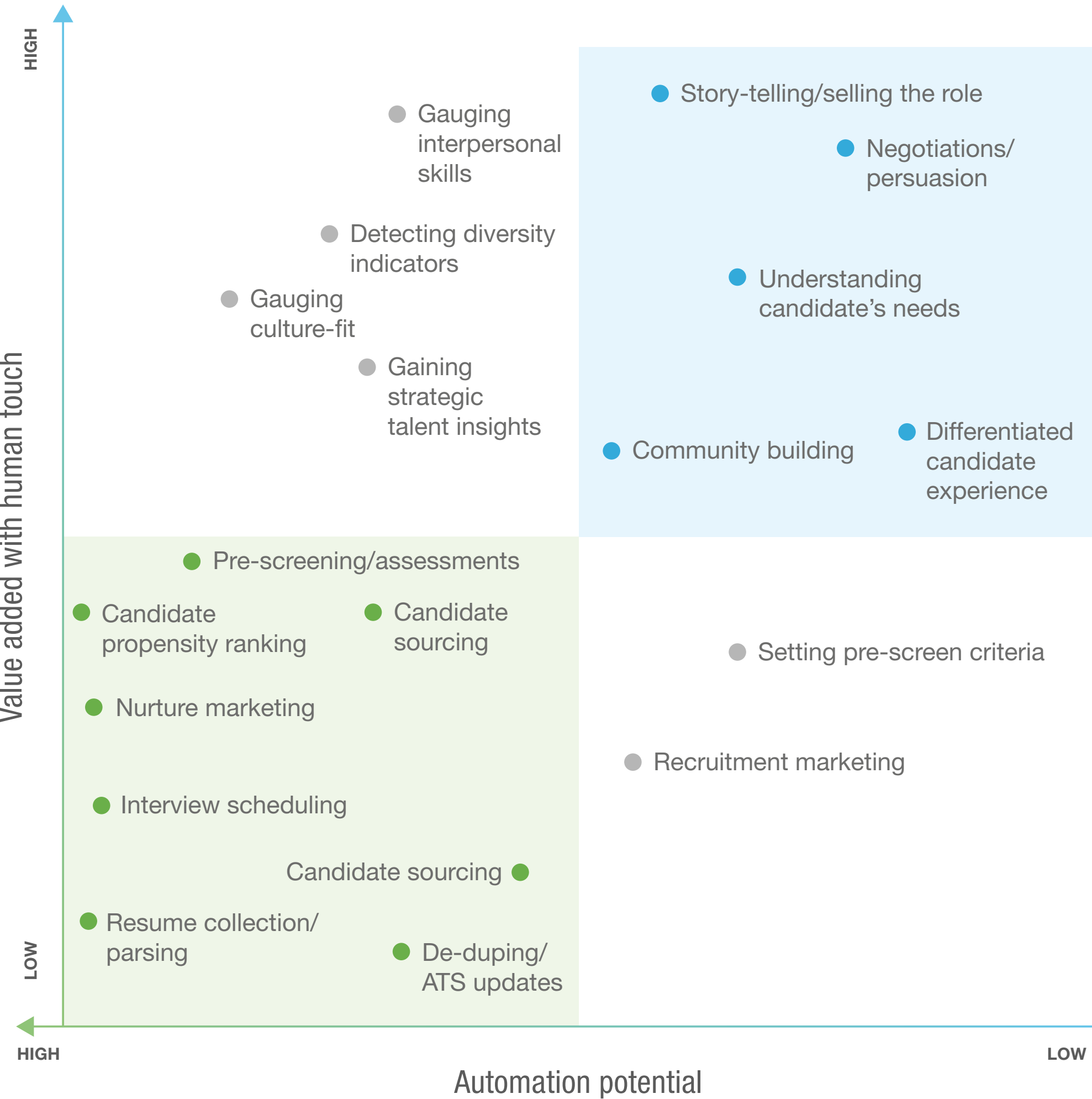
ANNA OTT
HR EXPERT,
HUB:RAUM

CONCLUSION

AI IS THE FUTURE, BUT SO IS THE HUMAN TOUCH

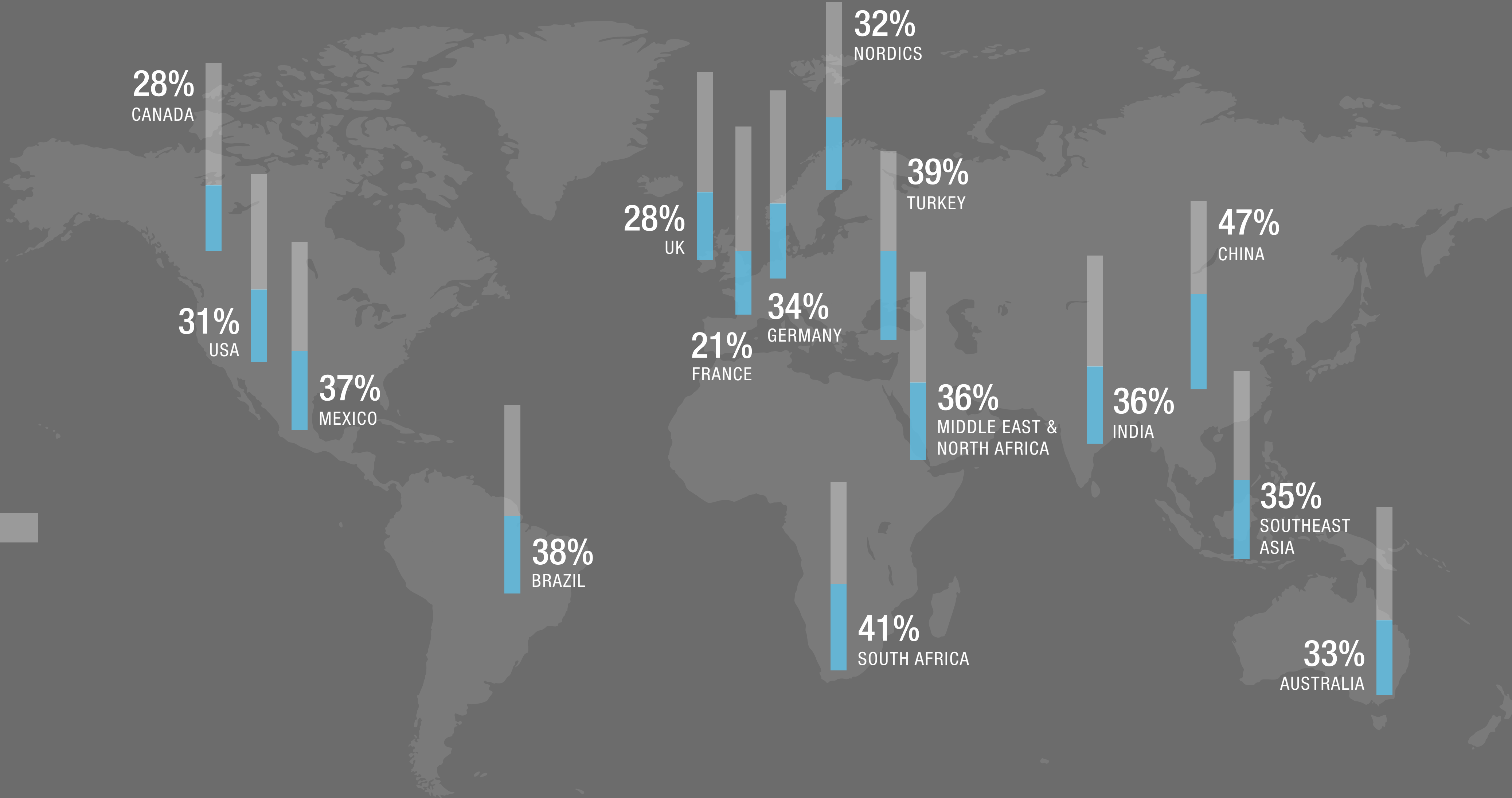
AI is a huge step forward for talent acquisition, but it will never fully automate it. Companies still need people — people to persuade and negotiate, to understand candidate needs, and to build communities and cultures. Paradoxically the more you use the technology, the more you can invest in the human side of the job. While it's not yet easy for a computer to bond with a hiring manager or convince a candidate to relocate, looking ahead the technology will improve and start to infiltrate these higher-level tasks, further augmenting your role.

AREAS WHERE AI WILL IMPACT RECRUITING



IMPORTANCE AROUND THE WORLD

Percentage of respondents
who say that AI is the top
trend affecting how they hire



SURVEY METHODOLOGY

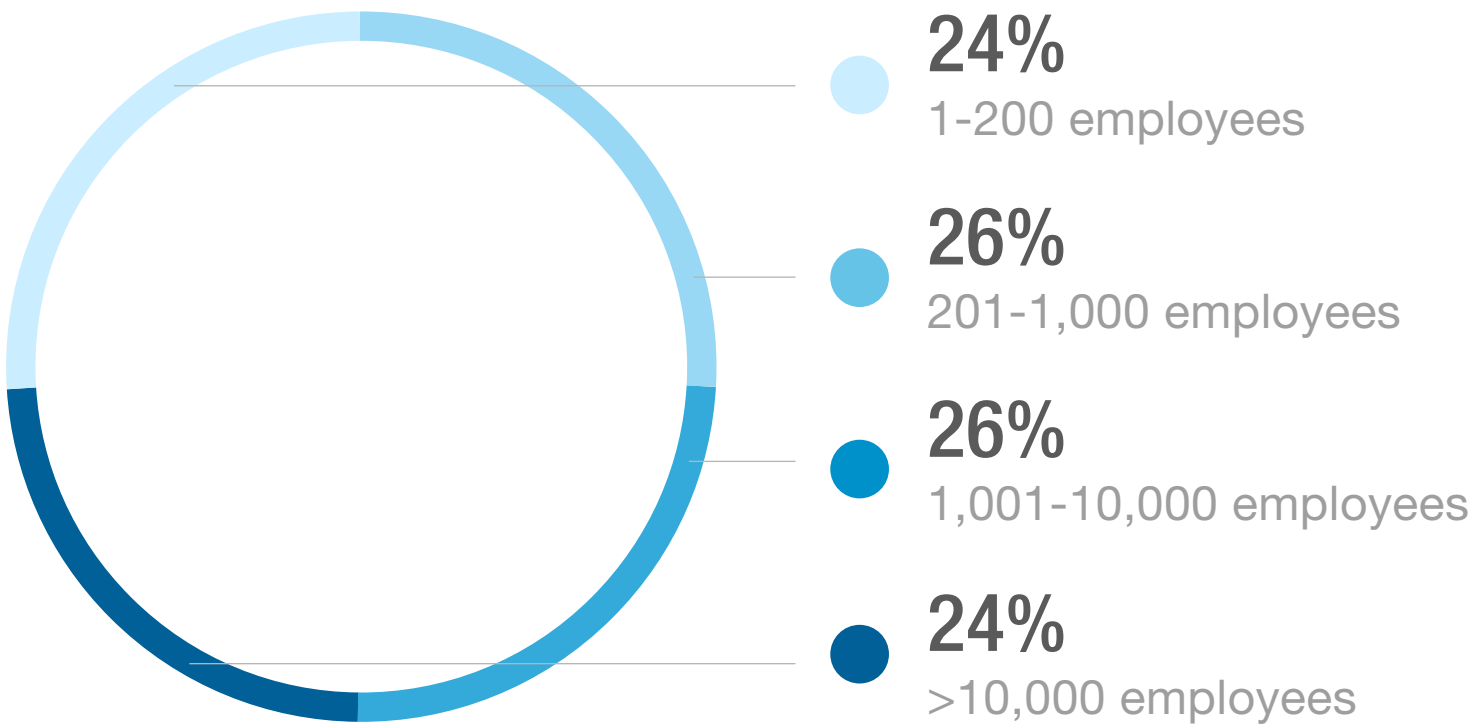
We surveyed 8,815 talent acquisition professionals and hiring managers.

- Talent acquisition professionals work in a corporate HR department and must have some responsibility for the hiring process.
- Hiring managers must have some authority over hiring decisions for their team.

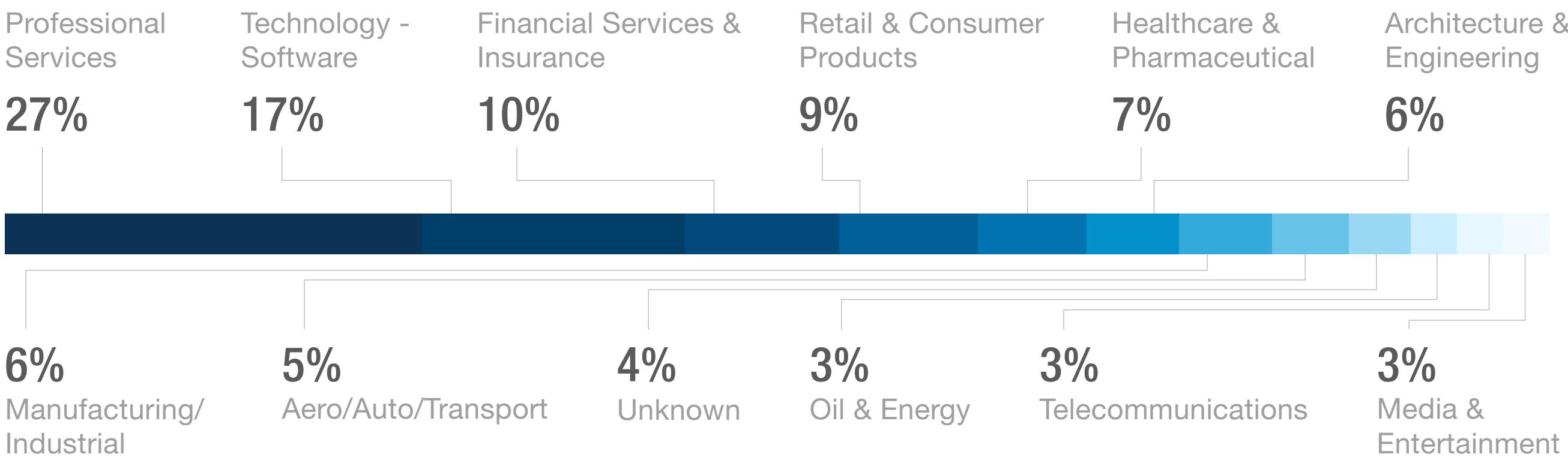
These survey respondents are LinkedIn members who were selected based on information in their LinkedIn profile and contacted via email between August 24th and September 24th, 2017.



COMPANY SIZE

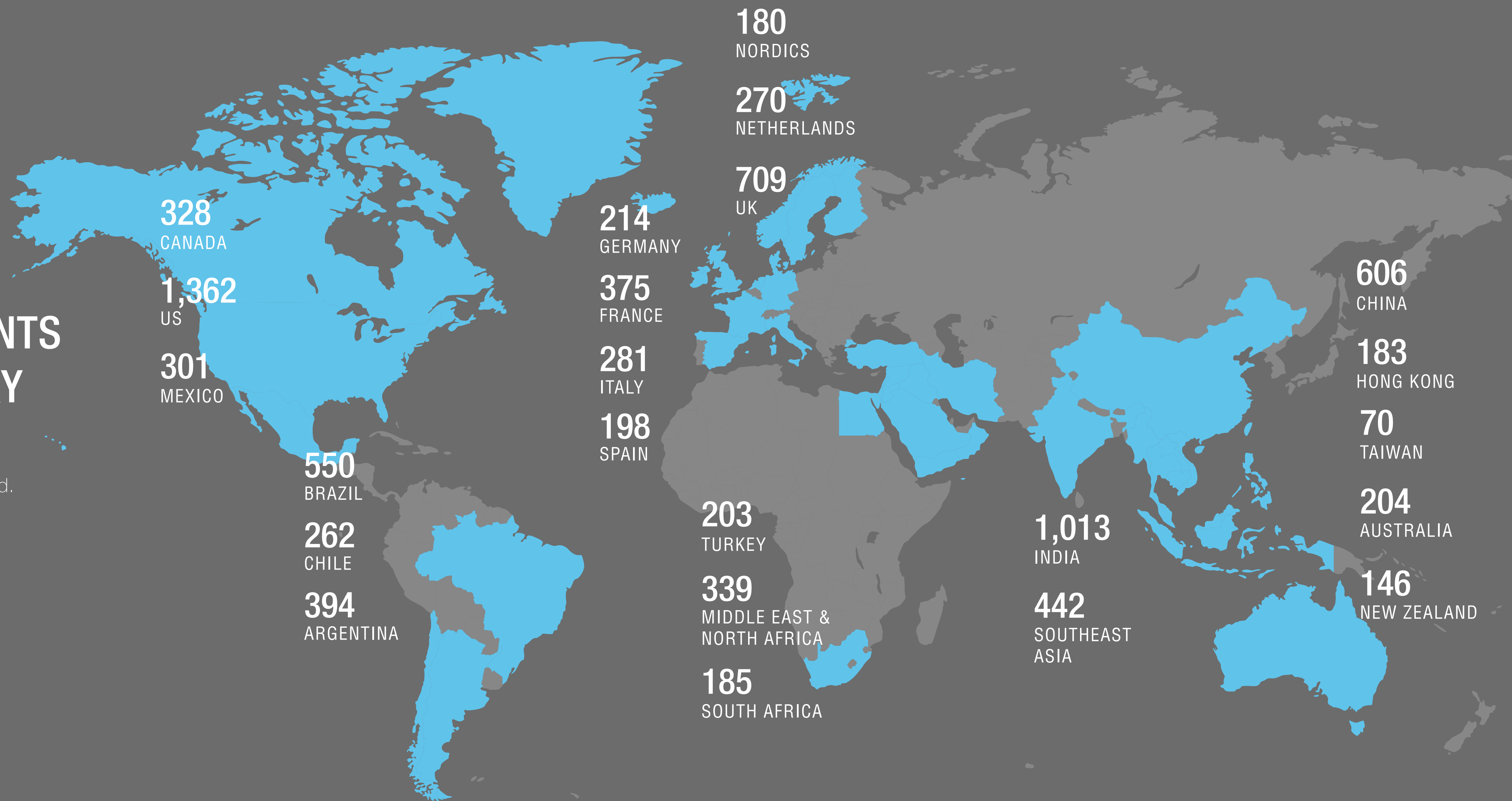


INDUSTRY



RESPONDENTS BY COUNTRY

8,815 talent acquisition
professionals and hiring
managers were surveyed.



INFORMATION SOURCES

Jack Uldrich. “HR’s “HAIR”-y Future: 5 Ways Artificial Intelligence Will Transform Human Resources.” *LinkedIn*. April 26, 2017.

Intuit

LinkedIn Interview with Nick Mailey. October 6, 2017

Vodafone

Deutsche Telekom

AUTHORS

RESEARCH



BENJAMIN SPAR
SR. MANAGER, MARKET RESEARCH



ILYA PLETENYUK
SR. RESEARCH ASSOCIATE

EDITORIAL



KATE REILLY
WRITER & CONTENT STRATEGIST



MARIA IGNATOVA
THOUGHT LEADERSHIP LEAD

ABOUT LINKEDIN TALENT SOLUTIONS

LinkedIn Talent Solutions provides the data and tools talent professionals need to identify and engage talent with the highest potential and empower their organizations.

LinkedIn TALENT SOLUTIONS

