



KALLIDUS

Taking the strain

Remove the heavy lifting from your
recruitment processes with an ATS



Reduce lengthy recruitment processes with an **enhanced recruiting strategy** - learn how **technology** can **support** your team to be more **efficient**, effective and hire **better talent** faster.



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Introduction

Recruitment is an ongoing task for HR teams globally. With fierce competition for available talent, attracting, engaging and hiring talent as quickly as possible is key to success and growth. However there are many moving parts to the process of sourcing and hiring which creates a complex challenge for almost every HR department.

Applicant tracking systems (ATSs) have been helping companies to find and hire better talent since the late 90's. Over the past 20 years they have evolved significantly, eliminating multiple paper based processes and reducing the time burden that attracting and hiring great talent requires.

In this eBook, we will explore **how recruitment teams can leverage ATS technology** to reduce their administrative load, through automation and centralisation of multiple elements of the recruitment process, freeing up time to focus on attracting and retaining the best talent.



Attraction and application

There are two stages in the initial process of recruitment – **attraction and application**. Raising awareness of your latest vacancy can be an extremely time-consuming task.

Job listings must be manually added to multiple job sites, submitted to recruitment agencies, featured on the internal careers portal and posted on social media.

Once you start attracting candidates, applications start rolling in and CVs must be screened by the recruitment team before being forwarded to the hiring manager; the hiring manager will review applications and then provide feedback to HR before the candidate can progress to the next stage – an initial interview.

This whole process is incredibly time consuming. Data is spread across multiple channels making it difficult to understand where your candidates are coming from.

For large organisations receiving thousands of applications every month this process is grossly inefficient, wasting valuable resource, increasing the time to hire and increasing the risk of top talent going elsewhere as they await a response.

The business gets a double hit of costs and frustration!

Increasingly, organisations are turning to **Applicant Tracking Systems (ATS)** to streamline their recruitment approach, bringing disparate data and processes into a single system.

With everything under one roof, an ATS can drive huge efficiencies by connecting all the parts of the recruitment process together from attraction through to hire and onboarding.

Time consuming tasks such as posting to social media and job boards can be automated, as well as the application process eliminating the need to manually process paper copies of CVs, or aggregate emails and save CVs onto servers.

The candidate experience is also improved as the candidate receives regular updates automatically triggered and sent by the ATS as they progress through each stage of the recruitment journey. If your competition has already invested in an ATS and is providing a great first impression to the candidate, they are likely to show an unconscious bias to that company over your own before they even get to interview stage.

Talent banking for the future

It is not uncommon to receive a number of exceptional applications for one role. Whilst **there can only be one successful applicant**, it is worthwhile preserving talented peoples' CVs for future use. These 'talent pools' may be suitable for future vacancies. By storing their details, the initial recruitment process can pay dividends further down the line, reducing the time to find qualified individuals and the future costs of advertising vacancies at a later date.

However, before the implementation of an ATS, organisations have been reliant on spreadsheets. These spreadsheets could be filed across several systems; information can be keyed in incorrectly; and with insufficient information the re-engagement of talent can be slowed down or lost.

The other challenge faced, is the reliance on retained knowledge in the recruitment team's memory – the risk of this is that if the recruitment team undertakes restructure or loses members of the team, the organisation has lost access to knowledge of the talent pools' location, and talent that stood out and could be worthwhile re-engaging.

In an ideal world, you should maintain '**one voice of truth**' through one system to ensure that the recruitment department can retain internal knowledge, as this information will always be accessible. A good ATS enables you to achieve this with a **dedicated Talent Pool** function bringing consistency to data capture and formatting enabling you to easily search your pool by qualifications or specific skills.

A best-in-class ATS will **automatically build a visual timeline of candidate interaction**. With this detailed history, regardless of changes within your department, any team member can quickly understand previous candidate interaction and re-engage with all the facts to hand to have a positive conversation about the latest vacancy with past talent.

Top Tip: Talent Pools

Mark talent pools with skillsets, location and maximum commuting radius – this can help to identify the best candidates for future vacancies or relocations, restructures and secondments.

Gain complete control over personal data for greater compliance and security

In line with your organisation's policies, records need to be deleted after a certain period of time. Similarly, if an individual requests the right to be removed from your business' information you need to be able to do so quickly and efficiently. These two aspects of data management are coming under increasing scrutiny as the new **General Data Protection Regulations (GDPR)** gathers momentum.

Organisations operating without an ATS in place often have paper files on past applicants, emails and multiple spreadsheets. Personal data is scattered and difficult to remove. This causes a real challenge and potentially opens up organisations to serious non-compliance and costly fines!

Under the GDPR, the Information Commissioners Office (ICO) can **impose fines of up to 20 million Euros** or 4% of group worldwide turnover (whichever is greater) against both data controllers and data processors. With such significant fines it's unsurprising that companies are **looking to technology to mitigate this risk**.

With all personal data in one place an ATS gives you exceptional control over data protection enabling you to easily identify and remove all data as and when required. This also has the additional benefits of providing an audit trail, thereby supporting documentation of records' deletion or application rejection in a legal dispute.



Streamlining admin processes

Recruitment teams typically receive applications from multiple channels – this could be through shared email inboxes, post, job boards and agencies. As a result of this, applications may be missed, lost or mixed up, and promising applicants with potential, could be mislaid or forgotten about.

Centralising these applications into spreadsheets can be timely as it requires the organisation of information received from multiple channels – *“41% of HR professionals believe the length of their recruitment process has led to the loss of potential recruits in the last 12 months.”*^[2]

With the right ATS in place, the application and candidate screening processes are transformed with all applications received into a central system. A best in class ATS will automatically process and store every application, entirely removing time consuming aggregation and manual inputting.

This is just a single example of the power in ATS automation. Multiple manual processes can be digitised and centralised, enabling individuals and departments to significantly reduce their manual administrative tasks, letting the ATS do much of the heavy lifting.

Top Tip: Mapping recruitment processes

Mapping out your existing recruitment processes can help you to better understand how an ATS can support your team. If you already know there are particular bottlenecks or areas of frustration, colour code them on your map. This will enable you to identify the most time-consuming or frustrating processes that, once solved, will bring the biggest wins improving efficiency, reducing time and cost to hire.

Once you decide to implement an ATS, this map will help you to have a well-structured and productive conversation with your preferred vendors and ensure you focus on how the ATS needs to be configured to solve your recruitment challenges.

How to leverage ATS technology to improve Candidate Attraction

When it comes to outbound recruitment – advertising and external activity – **recruitment teams often find they struggle** with fraught relationships with recruitment agencies, some juggling multiple channels for multiple roles.

As such, almost half of organisations have developed more talent in-house and used new media or technology to recruit.^[3] Businesses are increasingly leveraging the power of ATSs to raise awareness of vacancies on social media and job boards and engaging candidates through ATS hosted dedicated ‘careers’ websites. **Studies have shown that 9 out of 10 opportunities for potential candidates have come from internal recruiters rather than recruitment agencies**; this is likely to be due to internal recruiters’ strong knowledge of the industry, company culture and job role itself.

However, **the process of advertising vacancies is extremely time consuming**. Posting vacancies on multiple job boards requires the same information to be inputted many times, leading to a lengthy administrative process absorbing valuable and costly HR resources.

The same applies when sending job descriptions to multiple agencies. **74% of organisations have found that the most effective method for recruitment is through their own corporate websites^[3]**.

This administrative burden can be dramatically reduced through the implementation of an ATS. Your ATS should be able to connect to multiple online job boards enabling your vacancies to be posted to job sites simultaneously.

A good ATS should also enable you to contact multiple trusted agencies at once, and post your vacancy to social media. With all your vacancy promotions being handled by a single system, you can then use the powerful reporting functionality to understand which sources are generating the most promising candidates enabling you to focus your efforts on the promotional strategy that delivers the best candidates.

Effectively report on the entire recruitment journey

Teams are often hindered by reporting on the recruitment process. Reporting can require a lot of rekeying of data, with information gathered from multiple sources and inputted into a spreadsheet.

A lot of formulas and pivot tables later provide an actionable report; however, this process is very time-consuming and the data has greater potential to be inaccurate.

With a ATS in place every interaction is recorded in the system. Key recruitment metrics such as time to hire and cost per hire are accessible through real-time dashboards and allow instant and exportable reports.

With all data tracked and accessible you can report quickly and easily on a myriad of other elements in your recruitment process to optimise and deliver further improvements that you would simply not have visibility of without an ATS.



Two key areas to reduce administration time and improve candidate experience

1. Bulk decline

HR administrators are often bogged down with chores such as declining candidates who are unsuccessful. This unpleasant task can be removed from the workflow with recruitment software, which has the functionality to bulk-decline multiple candidates easily.

However, ensure that the candidate experience is not compromised with an automated email that can be personalised. By providing a definitive answer with personalisation, **organisations can ensure that they remain positive to the unsuccessful candidate.**

2. Streamline your interviewing process

A good ATS will allow your candidates to choose available interviewing time slots. This enhances the candidates experience through enabling them to choose a time that suits the individual best, whilst removing the need for HR teams to coordinate suitable times between the candidate and interviewer.

Top Tip: Killer questions

If your applicant fails on these, they will automatically be eliminated from the recruitment process by the software. Killer questions can include their right to work in the UK, or if they have the required driving licences.



How an ATS can improve your requisition process

Managing the requisition process and authorising vacancies **has long been a lengthy task** – a paper requisition process results in delays in vacancies being signed off, as it typically requires a chain of authorisation. The paper form may be left on desks for long periods of time, particularly if the chain of authorisers work away from the office.

HR departments often struggle to chase hiring managers for authorisation to advertise a vacancy due to their own lack of time and resource.

They do not have visibility to oversee where the paper form sits in the requisition process as this could require four, or more, peoples' approval. However, the authorisation process is merely the front piece – authority and budget are necessary before the vacancy can be advertised and the search begun.

As such, the process is elongated and directly impacts how long it takes to hire a new recruit. This affects team productivity and team morale.

An ATS can replicate the existing requisition process, internal sign-off processes can be digitised via online forms and the ATS will automatically push the form from one level of approval to the next, reducing the risk of the form being mislaid or forgotten about.

More significantly, HR teams can log into the system to view where the requisition form sits throughout the entire process – this allows them to view who was the last to action the form, and who the form sits with currently. This provides a level of accountability in the recruitment process to ensure vacancies can be authorised for advertisement as soon as possible.

Top Tip: Speeding up requisitions

Make use of the accessible trail by viewing notes if the requisition isn't approved – the form will automatically jump back to the previous stage of the process to allow managers to provide more information.

The requisition process is a common bottleneck that increases time to hire as forms sit with individuals for longer than necessary.

With an ATS in place, HR teams can quickly discover where the problems are and how they can improve the authorisation of the vacancy, and reduce the time to hire.

The hiring manager engagement challenge

Hiring manager engagement **can be time consuming and cumbersome** for recruiters – managers may feel discouraged with HR teams for not providing talent, but HR teams often require greater levels of detail and better communication from the hiring manager to do so.

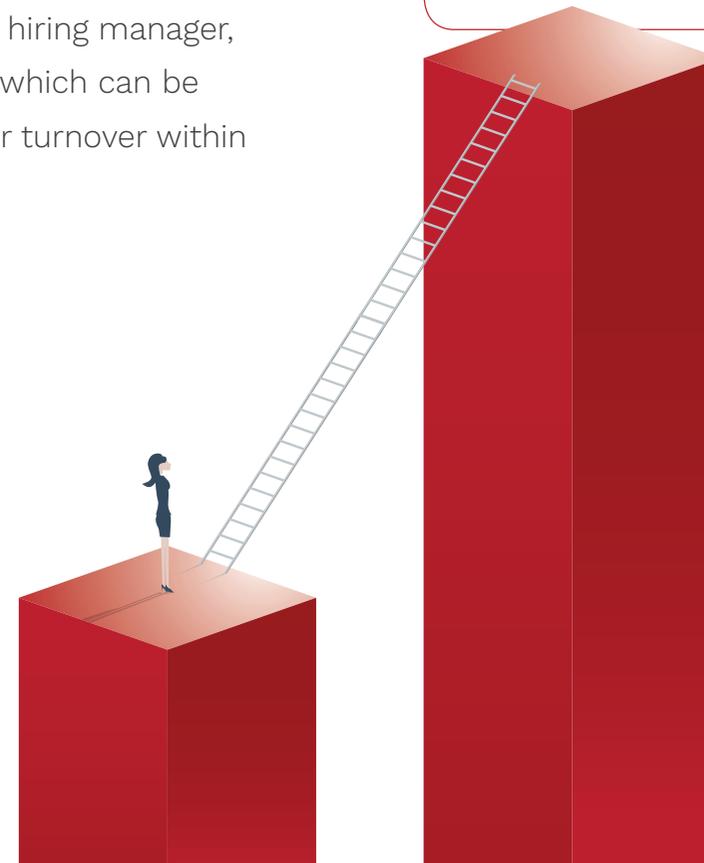
Recruitment teams often feel that they could spend their time recruiting more effectively if they spent less time managing the process internally – **hours can be spent communicating via email, telephone or face-to-face** – or chasing for feedback or information regarding offers.

Frustratingly, each hiring manager has their preferred method of engaging with the recruitment team and preferred communication methods.

Whilst good recruitment teams will know **how best to engage** with each hiring manager, this is internal knowledge which can be disrupted by restructure or turnover within the recruitment team.

Top Tip: Automated messaging

Take your internal communications one step further by leveraging the use of automated emails or SMS text reminders to chase hiring managers after a specified length of time.



How to communicate with your hiring managers more effectively

Internal communications can be greatly improved with an ATS in place, with the software improving liaison and communication through automated messaging. The HR team also gain a detailed insight into delays in the process. Bottlenecks can be identified and changes implemented to reduce time, delivering significant cost savings.

A popular ATS feature is the ability to trigger automatic reminders sent to hiring managers that the HR team is **'waiting for feedback'** on candidates in the review or interview process, prompting them to take action and ensure candidates progress as quickly as possible.



Using analytics to make effective decisions

Measure your investment

It is critical to measure the return on investment on recruitment activity, yet less than a fifth of organisations currently do so.^[3]

This is because it is challenging to gain metrics from multiple sources and spreadsheets, due to the high margin for error due to reformatting and rekeying of information.

Whilst this method can provide a broad level of understanding of recruitment performance it can be challenging to measure any change or strategically make decisions with the unreliable data extracted through manual means.

These key metrics, including cost of recruitment, average cost of hire, source of hire and quality of hire^[2], are crucial in uncovering bottlenecks and identifying areas to make improvements within the recruitment process.

If extracted efficiently, HR teams can save days of time and have access to quality data they can trust to make better decisions.

Take note of key metrics

HR teams can make use of a modern ATS measuring key metrics in real-time.

Dashboards can be built to display information such as:

- Time to hire
- Time to interview or offer contract
- Equal opportunities reporting information

These dashboards are automatically populated in real-time, and can be exported as PNGs or PDFs, making them easy to insert into presentations. Analytical data can also be exported to Excel, allowing for the outputs from multiple reports to be aggregated and manipulated for further analysis, over and above standard reporting capability.

Be better

Over half of organisations do not calculate the cost of labour turnover which can prove costly in the long term thanks to hiring costs and loss of productivity – by monitoring changes in staff, **HR teams can remedy the issue at the source** by building a business case supported by accurate, trust worthy data.

All aboard!

Onboarding should be an exciting time for both the successful candidate, and your organisation – they've secured a new role, and you've secured new talent.

However, onboarding can be a fraught with issues, particularly with the threat of counter-offers from the candidate's current employer.

During this uneasy period, rapid communication can reduce the risk of your new talent being poached. One of the key areas an ATS can help during this period is with contracts. A best in class ATS can hold **multiple contracts** to meet your organisations requirements.

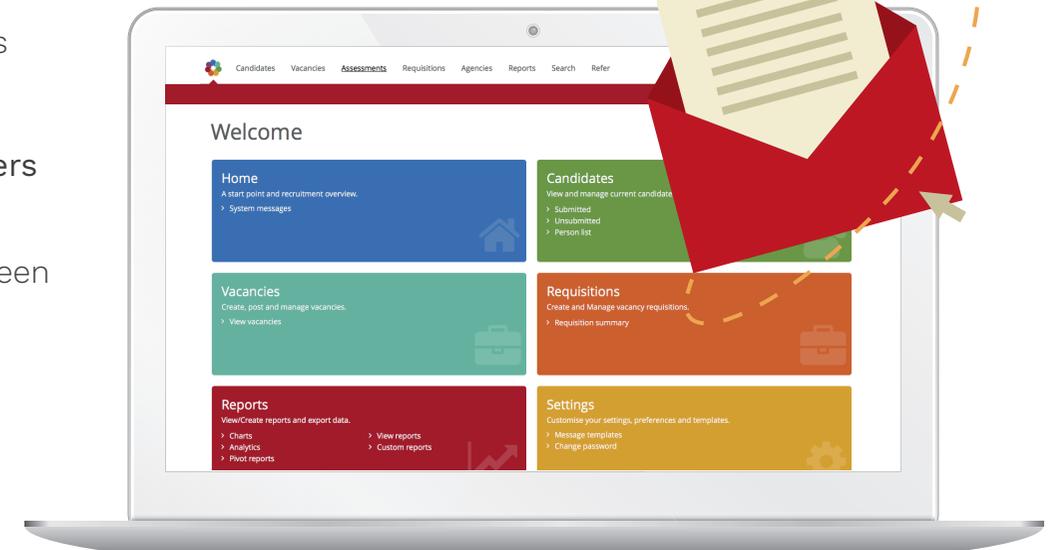
The appropriate contract can then be selected and automatically customised (**from data already in the ATS**) with your new hires details such as salary, benefits, working hours and numerous other elements.

This enables you to simultaneously reduce admin time, reduce the risk of human error and get your contract out to your new talent faster and more efficiently than was previously possible.

Using this powerful feature not only **delivers a better first impression**, but more importantly shortens the timeframe between offer and signed contract, securing new talent faster and reducing time to hire.

Top Tip: LMS integration

Up your onboarding game to a whole new level by integrating your LMS – automatically send first day information, create a user account in the LMS and add to learning groups before your successful candidate has even stepped foot into the office.



Automating communication for a better on-boarding experience

Welcoming and reassuring your new recruit is simple, but requires effort in the form of regular communications and a myriad of other administrative tasks. However much of this can be automated using a modern ATS.

For example an ATS can be configured to send out personalised contracts and then automate the follow-up process if the successful candidate has not returned their contract or references by the due date.

An ATS can further enhance the candidate experience through the entire recruitment process, but most notably during the onboarding process. This can be in the form of media-rich content such as videos welcoming them to the company or virtually introducing them to their team.

Ensure that internal communications are on point so that all key stakeholders who will be working with your new recruit have had their start date and roles and responsibilities communicated to them.

On a practical level, an ATS can ensure compliance, such as Right to Work, during the recruitment process.

This is made possible through the requirement of uploading proof of identity such as copies of legal documentation and passports. This information is saved securely in an electronic environment with a full audit trail, with the right to delete in accordance with the General Data Protection Regulation.

Top Tip: Automated SMS messaging

Reduce your interview 'no shows' by automating SMS text reminders to your candidates the day before their due interview.

Top Tip: Powerful API's

Do more with your ATS by sending data via Application Programme Interface (API) to connect your HR or payroll system, reducing manual keying in of information and the possibility of error.

Top Tip: Automated pass & fails

Link your external testing to your ATS to allow it to automatically pass or fail applicants based on their scores, eliminating the need to sift through redundant applications.

Top Tip: Process integration

Intergrate fragmented processes into your ATS by combining everything from personality and behavioural tests to DBS confirmation or occupational health checks enabling you to manage and store data all in one place.

Top Tip: Exporting analytics

Export analytics data from multiple sources then aggregate and manipulate outputs to gain deeper insight across the entire recruitment process.

Remove the heavy lifting of the recruitment process

Many businesses have yet to realise **they can lighten their recruitment load** and are still drowning in paper, spreadsheets and overflowing inboxes. Huge amounts of time is lost inefficiently posting to job boards, social profiles and agencies, emailing applicants, screening CVs, assigning and conducting interviews, all to the detriment of a company's balance sheet and prospective candidates experience.

With the right ATS, **all your recruitment tools are in one place**. Repetitive tasks, done in the same way, again and again, can be automated driving significant efficiencies. Time spent on a multitude of tasks and processes is reduced and productivity is improved through the entire recruitment journey.

A good ATS will track all your recruitment activity and summarise it in easy to understand reports and dashboards. Access to this data provides valuable insight enabling bottlenecks to be identified and drive further optimisation in the hiring process, reducing costs and time to hire.

Whether you are a small or large business **you are missing out** if you haven't explored what an ATS can do to support your recruitment strategy. With the right system in place you can **transform your recruitment process**, delivering improvement across many areas, driving real business change for continued growth and success.

[1] CIPD Resourcing and Talent Planning infographic, 2017

[2] CIPD People measurement and reporting: From theory to practice

[3] CIPD Resourcing and Talent Planning Survey Report, 2017



Transform your recruitment processes with Kallidus Recruit

Speak to one of experts to discover how you can integrate fragmented recruitment processes into a single system, reduce administrative costs, reduce time hire, and attract better talent faster.

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