OPTIMISING THE HIRING PROCESS FOR IN DEMAND, TECHNICAL SKILLSETS: AN ANALYSIS TOOL
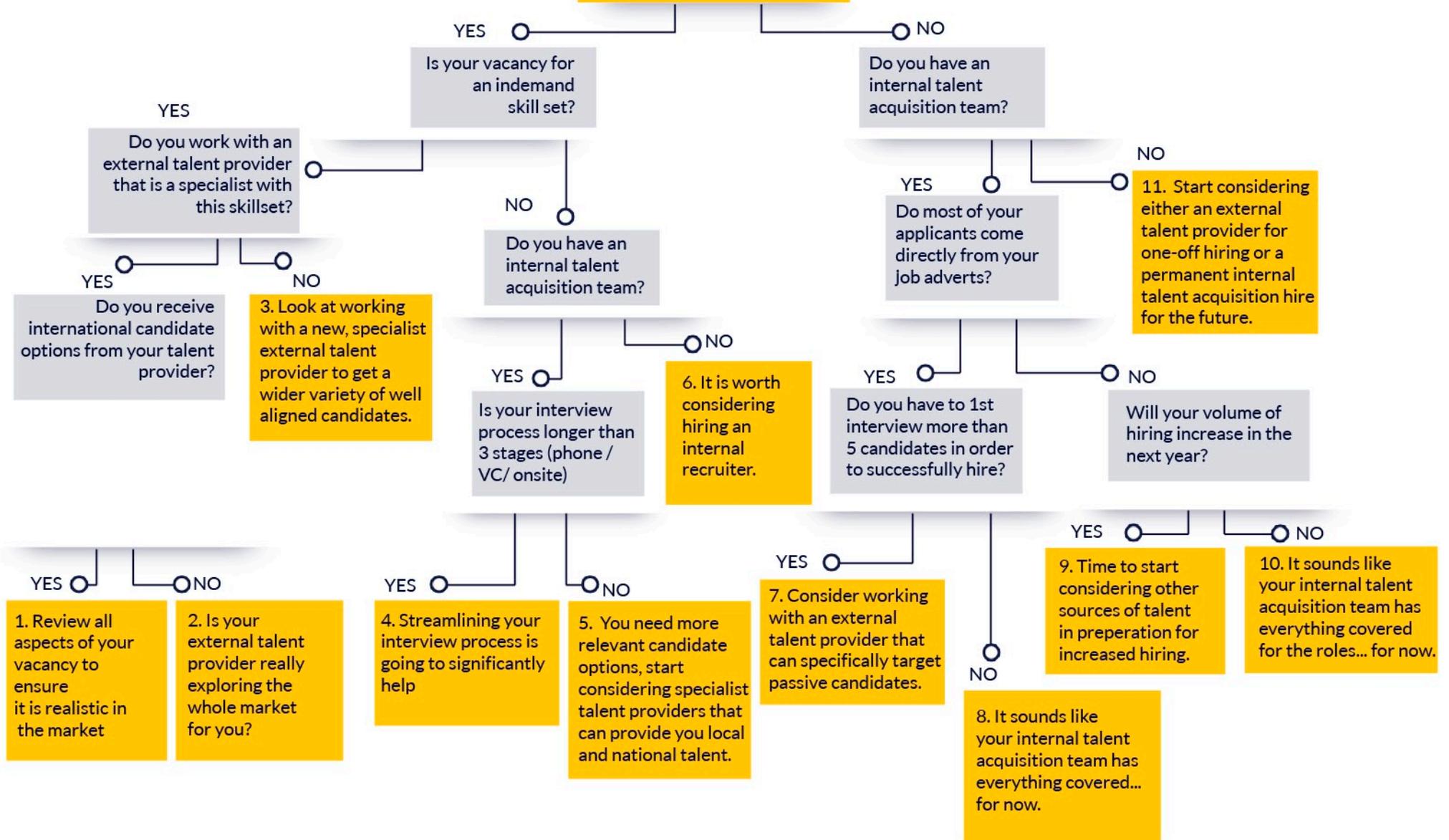
Hiring for highly skilled, in demand positions can waste time and money if you are not utilizing the best channels for attracting that specific talent. The lack of success in hiring for specific technical or AI-related skills can be attributed to a number of different factors: An inefficient interview process, not enough candidate options and too much external competition to name a few. At Reflection AI, we want to help hiring companies understand their options and make use of the resources available to them, in order to hire the best talent quickly and efficiently.

We have created a flowchart that any hiring manager, internal talent team or business owner can use to guide them through key steps in their hiring process.

If you want to discuss your results or want more information on how you can adopt more effective hiring processes, please get in touch with Freya Scammells, our Head of Partnerships at freyas@reflectionai.ca for a free consultation.

Do your vacancies currently take longer than 1 month to fill?

YES → Is your vacancy for an indemand skill set?

- **YES** → Do you work with an external talent provider that is a specialist with this skillset?
  - **YES** → Do you receive international candidate options from your talent provider?
    - **YES** → 1. Review all aspects of your vacancy to ensure it is realistic in the market
    - **NO** → 2. Is your external talent provider really exploring the whole market for you?
  - **NO** → 3. Look at working with a new, specialist external talent provider to get a wider variety of well aligned candidates.

- **NO** → Do you have an internal talent acquisition team?
  - **YES** → Is your interview process longer than 3 stages (phone / VC/ onsite)
    - **YES** → 4. Streamlining your interview process is going to significantly help
    - **NO** → 5. You need more relevant candidate options, start considering specialist talent providers that can provide you local and national talent.
  - **NO** → 6. It is worth considering hiring an internal recruiter.

NO → Do you have an internal talent acquisition team?

- **YES** → Do most of your applicants come directly from your job adverts?
  - **YES** → Do you have to 1st interview more than 5 candidates in order to successfully hire?
    - **YES** → 7. Consider working with an external talent provider that can specifically target passive candidates.
    - **NO** → 8. It sounds like your internal talent acquisition team has everything covered... for now.
  - **NO** → Will your volume of hiring increase in the next year?
    - **YES** → 9. Time to start considering other sources of talent in preperation for increased hiring.
    - **NO** → 10. It sounds like your internal talent acquisition team has everything covered for the roles... for now.
- **NO** → 11. Start considering either an external talent provider for one-off hiring or a permanent internal talent acquisition hire for the future.

Once you have your numbered outcome, check the corresponding feedback on the next page.

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HIRING ANALYSIS TOOL: OUTCOME FEEDBACK:

AFTER YOU HAVE COMPLETED THE FLOWCHART YOU SHOULD HAVE REACHED A NUMBERED OUTCOME. PLEASE SEE BELOW FOR A MORE IN-DEPTH LOOK AT EACH OUTCOME.

1. It could be helpful to review all the aspects of your vacancy to ensure it is realistic in the local market:

You should ask your external talent provider's opinion on this. It could also be worth getting a second opinion from another specialist talent provider too. As a subject matter expert in this area they should be happy to provide you with feedback.

When reviewing your process and overall requirement, consider the following:

• Is your interview process more than 3 stages?

• Do you engage the candidate quickly following each stage of the interview - either directly or through your talent provider?

• Are you offering a suitable compensation for this skill set in the local market?

• Does your company have a clear Technology / Data Science and AI strategy that is relevant to the vacancy you are hiring? Candidates in all areas of tech like to understand the projects they will be working on and what the business is trying to achieve through their area of work.

• Are you selling your opportunity to the interviewing candidates?

• Can candidates see career progression within your organisation?

• Do you have an internal training programme that you discuss with the candidates during the interview process? Continued learning is key to many candidates in data science.

• When a candidate leaves their final interview, will they have a good understanding of your company values and whether they are well aligned to their own values?

2. Is your external talent provider really exploring the whole market for you?

There are talent providers that are both specialist and have international talent pools. With visa processes being streamlined to benefit technology and AI growth in many countries it is important to ensure your business has an understanding of, and access to, the international talent pools out there.

3. Have you started considering other sources of talent because you need more aligned candidate options.

Currently you are trying to source in-demand skill sets without the support of an external provider that is specifically engaging with that type of talent. Unfortunately, traditional methods of engaging with candidates (particularly within the technology space) are no longer working. Consider partnering with a specialist provider, but don't be afraid to challenge them on their knowledge of the technologies pertinent to your business. They should also be able to provide you with very relevant market feedback which can help your internal teams.

4. Streamlining your interview process could significantly help your time to hire and candidate engagement.

Research shows that anything more than 3 stages in an interview process has a negative impact on the company and significantly decreases talent engagement with your hiring process. Once you have reduced your stages to a maximum of 3, review whether your roles are getting filled more efficiently. If the positions are still not being filled, then you may need to consider an external talent provider to increase the volume of candidate options for you to select from, and to keep candidates engaged throughout the process.

5. Start considering other sources of talent because you need more candidates.

You have a streamline interview process and an internal talent team, yet it is still taking you over a month to hire each position It appears that you are most likely only getting proactive candidates applications, so it is important to be aware that there is a large portion of the AI candidate community that will NEVER apply to any job advert. Therefore, there are top talent pools you are not seeing right now and, as a result, you don't have enough candidate options to successfully hire the volume required for your business. A specialist talent provider can help bridge this gap.

6. An internal talent acquisition hire for your business could help keep your hiring process organized and provide some new candidate talent pools.

Consider the quality and volume of your current applicants. Could you be missing great talent because your company is unlikely to be proactively contacting the talent market? If you are planning to hire more people in the future you will need more support and we suggest thinking about hiring an internal talent expert for your business.

7. You need more sources of talent in preparation for increased hiring. Don't wait until the last minute - start deciding now and consider a few different external providers.

You are mainly getting pro-active candidates applications, so it is important to be aware that there are a large portion of the candidate community that will NEVER apply to any job advert. Therefore, there are top talent pools you are not seeing right now. Also the skillsets you are hiring for are likely to be 'in demand' so traditional methods of engaging with these well-aligned individuals are unlikely to be successful. look to partner with a provider that specializes in that skill-set and challenge them on their knowledge of the technologies.

8. It sounds like your internal talent acquisition team has everything covered..... for now.

You are mainly getting proactive candidates applications, so it is important to be aware that there are a large portion of the candidate community that will NEVER apply to a job advert. Therefore, there are top talent pools you are not seeing right now. However, you current first interview-to-hire ratio is good so, for the roles you are hiring for now, your solution is working. However, if you start expanding your technical teams or increasing the volume of hiring then you should consider external talent provider options

9. Start considering other sources of talent in preparation for increased hiring.

If your hiring numbers are likely to increase in the next 6 months it is important to take your time to find the most well aligned, external talent provider now! If your required skill sets are in- demand in the local market then look to partner with a provider that specializes in that skill set and challenge them on their knowledge of the technologies.

10. Your internal talent acquisition team has everything covered for the roles... for now.

You are not just getting candidates from proactive applications on your job adverts and you don't have a huge amount of hiring happening now or in the immediate future. Continue to utilize your current internal resources effectively before seeking external support. However, if you start expanding your technical teams or increasing the volume of hiring then you should consider external talent provider options.

11. You may want to consider an external talent provider for one-off hiring.

You may want to consider an external talent provider for one-off hiring or a permanent internal talent acquisition hire to focus on attracting specific candidates. If you are still managing to hire candidates quickly and efficiently through your own connections and advertising, that's great! However, if hiring increases, you may not have enough volume/ variety of applicants so you should consider someone internally within your business to support your hiring efforts. If you are not ready to commit to a permanent employee and you have one-off roles that become hard to fill, you may just want to partner with an external talent provider just for those tricky to fill vacancies.

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