Credly
by Pearson

A Recruiter's Guide to a More Efficient & Effective Skills-Based Hiring Process

Executive Summary

Today's recruiting process is rife with challenges. Many organizations—even large, enterprise level businesses—lack a repeatable, streamlined process to find the right candidates for the right positions. And even when matches are found, it often takes months to fill open roles—leaving both recruiters and applicants extremely frustrated.

Inefficient, inaccurate hiring processes are preventing organizations from hiring, retaining, and maintaining the workforce necessary to compete in today's highly competitive, constantly changing business environment. A new hiring strategy is needed—one that makes it easy to source and evaluate candidates using verifiable skills and scientifically validated assessments over outdated proxies screened by decades old applicant tracking systems.

This new data-driven approach allows recruiters to first determine if a candidate has the right hard skills to accomplish the specific tasks the open position entails. They can then objectively evaluate whether the candidate has the right mix of soft skills, personality fit, and intrinsic motivators to excel in the role and within the organization's culture.

By incorporating responsible AI and data-driven screening tools, organizations can fast-track their way to a short list of the highest-qualified candidates, and better predict who is the most likely to perform at top levels once on the job.

Pearson's recruiting solutions enable this data-driven, scientifically validated approach. We combine industry leading solutions Talent Match and Talent Lens to help you find the best candidates, quickly and confidently screen them, and ensure you're hiring talent with the greatest likelihood to succeed within your organization.

With these tools on hand, recruiters can source engaged candidates with the right skills on the network of choice where 3,000+ certification, assessment, and training providers issue their credentials. Then, they can objectively screen the most qualified candidates and predict their future performance and fit with a range of trusted and scientifically validated talent assessments.

Equipped with an optimized hiring process, recruiters can ensure talent remains your organization's competitive advantage now and into the future.

The Challenges Faced by Today's Recruiters

New hybrid work models, a tightening labor market, and the rapid pace of digital transformation have made it more difficult than ever to fill open roles with candidates who are positioned to succeed.

Recruiters need to both cast a wider net and improve sourcing accuracy, but they're running into a slew of bottlenecks that continue to slow hiring processes. In a world where workforce agility and skills mobility are critical, recruiters need to identify where processes are breaking down and assess how they can resolve these issues.

Information Overload

Today's recruiting platforms make it easy for job seekers to apply for open positions. Maybe too easy. The result is a flood of applicants that makes it hard to sort through and identify candidates that are actually qualified. The information overload goes both ways. Recruiters often cast a wide net as well, overwhelming candidates with opportunities that are only tangentially appropriate. With all the noise going back and forth, it's hard to find the right candidate-position fit that everyone is looking for.

Subjective Process

Despite having a massive amount of information at their fingertips, recruiters still rely on subjective processes for sourcing candidates. The process typically starts with a meeting with the hiring manager who identifies the required qualifications they're looking for in a candidate. For example—good communicator, three to five years of coding experience, great project management skills, etc. This mostly subjective criteria is often hard to quantify. The result? The information gets dumped into a job description document that reads more like a wish list than an accurate skills framework.

Unverified Qualifications

Making things more challenging is the fact that most recruiters continue to rely on unverified resume data to make sourcing decisions. Recruiters are left to trust that outdated proxies such as a college degree and prior experience means the candidate has the right skills for the job. These traditionally self-reported qualifications look good on paper, but may be an exaggeration of the candidate's abilities. Relying on this unverified information is an outdated way to predict success in the workplace.

Culture Fit

Ensuring skills is only part of the hiring equation. Candidates must have the right temperament, personality, motivators, and work style for your organization and specific job role. ***Do they communicate well? Can they delegate effectively? Are they equipped to navigate a complex hybrid work environment?***

Profiles on traditional recruiting platforms, resumes, and interviews can't always provide the insights recruiters need to ensure a culture fit.

3 Takeaways

☑ A tightening labor market has turned the hiring process upside down-putting candidates in the driver's seat.

☑ Both recruiters and job seekers are overwhelmed with volume, making it hard to identify the right candidate-position fit.

☑ Recruiters must be able to verify skills and assess work style, temperament, and personality to ensure an overall fit.

Traditional Recruiting and Tracking Solutions Fall Short

The most common recruiting and candidate tracking tools recruiters rely on today were built decades ago, designed for another hiring reality. The Internet was in its infancy, and developers could have never predicted the new normal we now live in.

Many applicant tracking systems were built for Equal Employment Opportunity (EEO) compliance and have since had additional sourcing features bolted on to support the full-cycle hiring process. This results in solutions with the sole purpose of shrinking the applicant pool to a manageable number that could be invited to an interview. They continue to try to programmatically screen out candidates who didn't use the appropriate keywords on their resume or cover letter.

This is a problem today because hiring has changed dramatically since these solutions were built. Candidates have figured out how to game screening solutions with optimal keyword placement. These candidates may be savvy and know how to work the system, but those are skills that hardly relate to whether they'd be successful in a specific role. These antiquated tools also eliminate qualified candidates who may not possess the insights to make it past screeners.

Another issue with traditional applicant tracking systems is that they can't account for skills that are transferrable from one industry to another. Great communication skills are critical for a wide variety of job roles. Why should it matter if those skills were earned as a retail associate or a marketing professional? Screening also discriminates against people who have gone back to learn new skills. An EMT who went to night school to earn a certification in Python may be a better hire than a recent computer science graduate who has only focused on theory, for example.

The result is that organizations are having a hard time finding good candidates who are capable of high performance once in the role. Candidates in high demand are getting job offers within days of entering the market—making it nearly impossible for less agile organizations to hire, retain, and maintain the workforce necessary to succeed in today's highly-competitive, constantly changing business environment.

A new hiring strategy is needed—one that makes it easy to source and evaluate candidates using verifiable skills and scientifically validated assessments over outdated proxies screened by decades old applicant tracking systems.

Ensuring DEI

While traditional applicant tracking systems were designed for EEO compliance, they do an unsatisfactory job of meeting today's diversity, equity, and inclusion (DEI) initiatives.

There's a wealth of research indicating that diversity improves business outcomes, including a report from McKinsey & Company revealing the most diverse companies outperform their less diverse peers by 36% in profitability.

When selecting a talent matching solution, look for one that sources candidates based on verified skills and abilities—a good step toward ensuring DEI during the hiring process. You should also be sure your solution is powered by transparent AI, and matches skills rather than personally-identifiable information that can inadvertently introduce bias into a decision—such as making inferences based on profile pictures or names.

Objective pre-hire assessments can also reduce implicit or explicit human bias, by lessening the dependence on people to make predictions about a candidate's potential.

This data-based approach can effectively work towards removing bias from your talent acquisition strategy, allowing you to refocus your efforts on verifiable skills, such as third-party certifications, and personality fit—rather than outdated proxies, buzz-words, or specific phrases. **This ensures you hire an applicant with the required skills, ability, and behavior style regardless of race, gender, or other social identity factors.**

3 Takeaways

☑ Candidate sourcing and tracking solutions are outdated and susceptible to savvy candidates who have figured out how to game keyword screening.

☑ Traditional applicant tracking systems lack the technology to effectively alleviate DEI issues.

☑ Organizations need a new recruiting, sourcing, and hiring approach that enables an agile workforce.

A New, Data-Driven Approach to Recruiting

Today's highly competitive business environment demands an agile workforce that can develop or acquire new skills on the fly to meet dynamic market needs. This requires a new data-driven approach to hiring that combines verifiable skills, science-based hiring assessments, and an accessible platform that doesn't require expert interpretation.

This new data-driven approach allows HR professionals to source qualified candidates from an active,

engaged talent pool—uncovering individuals who have verified skills that match the specific tasks the open position entails. They can also ensure the top candidates are moving forward by using a combination of the industry's most trusted pre-hire assessments to evaluate cognitive ability, personality, values, and more.

Sourcing and assessing candidates with powerful artificial intelligence (AI) and machine learning (ML) driven solutions allows organizations to cast a wide net and quickly come up with a manageable number of applicants that are a good match and can be invited to interview. But not all talent tracking solutions can meet these expectations.

Here are five things recruiters should consider when evaluating a new solution:

01 Transparent AI
AI/ML is only as good as the data that goes into it. With new legislation requiring audits of AI-powered HR technology, organizations must be aware of how their sourcing and screening algorithms are producing results, and open to sharing this information with relevant stakeholders.

Ensuring that employees, applicants, customers, and partners trust AI decision making throughout the hiring process is not only the legal and ethical thing to do, it also increases confidence and public perception of your brand—leading to better business outcomes overall.

02 Verifiable skills
People can put anything they want on a resume—a degree that wasn't earned, a project they didn't actually work on, or a made up past employer. While these often get caught before a hire, the mere inclusion of unqualified people in the hiring process can bog down the system long enough until the right candidate is no longer available.

Make sure your recruiting solution uses verifiable data such as skill certifications, credentials, and badging and is backed by an independent third party to ensure you can weed out unqualified applicants at the beginning of the hiring process—saving you time, effort, and headaches.

03   Science-based assessments

While hard skills represent the knowledge an individual currently possesses, soft skills represent ability, and someone's potential to do well in the future in a particular role. Soft skills are notoriously hard to qualify—especially early in the hiring process before you have a chance to interview a candidate or speak to references. But there are data-driven assessment tools that can help.

It's important to ensure the pre-hire assessments you're using have predictive validity and are legal to use in hiring decisions. There are many free or low-cost personality assessment tools that claim to provide a deep assessment into candidates' personalities and skill levels, but they likely have not gone through the necessary academic rigor to remove bias and eliminate inaccurate results—and they could even carry a legal risk for your organization.

04   Agile, streamlined processes

Today's tight labor market requires organizations to act quickly to source, assess, and hire quality candidates before they're snapped up by a competitor. Recruiters also need to act quickly in an agile way to meet dynamic skill requirements for a changing workforce. It's absolutely critical that your recruiting solution streamlines the hiring process and is as non-intrusive for applicants as possible.

For example, don't make a candidate take a coding exam if you already know they're certified in Kubernetes by a reputable third-party. Don't make someone go through a rigorous interview process for an on-site position if they're looking for a remote job. Use the data that's available to you early in the hiring

process to make sure no one's time is being wasted and the organization maintains workforce agility.

05   Accessible, actionable information

A recruiting solution that's filled with rich data and insights, but that requires tedious review or expert interpretation, won't add efficiency to the hiring process. The tools your organization uses should make your recruiters' jobs easier by providing actionable, data-driven information in a user-friendly platform.

Your solution should also enhance the hiring process with proactive recommendations based on machine learning. For example, when an individual in the talent pool—either externally or internally—earns a new credential relevant to a role you're looking to fill, recruiters can be alerted and target them with an opportunity.

3 Takeaways

☑ A data-driven approach to hiring allows recruiters to quickly determine if a candidate has the right skills to accomplish the specific tasks the open position entails.

☑ Recruiters can then evaluate whether the candidate has the soft skills and ability required to be successful in the specific role.

☑ Candidates that meet these requirements can then be further assessed for fit during the interview process.

The Technology You Need

Today's agile organizations need a reimagined and innovative approach to finding the right candidate-position match. Pearson's industry leading recruiting solutions allow you to quickly and confidently find the best candidates, screen them, and ensure you're hiring talent with the greatest likelihood to succeed within your organization.

Talent Match

Talent Match helps talent acquisition teams and hiring managers find the most qualified tech candidates to fill their most demanding job openings. We put skills and credentials at the forefront of sourcing candidates—instead of outdated proxies—to reduce hiring bias and focus on what matters for job performance. You get access to engaged, high-quality candidates with verified skills before anyone else.

Talent Match is run on the network of choice where 2,000+ certification, assessment, and training providers issue their credentials. **It's where 95% of the top IT skills are issued, including Azure, AWS, Kubernetes, HashiCorp Terraform, and CISSP**. Find top tech talent across thousands of skills and certifications.

Early Access

» Get access to candidates with the required credentials before anyone else.

Save Time

» Skip the broad searches and manual screening of hundreds of resumes.

Reduce Time-to-Fill

» We only send you candidate matches that are highly-qualified and interested in the role.

TalentLens

TalentLens helps recruiters gain insights into aptitude, skills, personality, and motivation of candidates. Reliable and scientifically proven, our assessment solutions support you in your daily work to get the clearest possible picture of a person's current and future potential.

Our industry-leading pre-hire evaluation tools provide the insight you need to identify, recruit, develop, and retain the right people for your business. With a wide range of scientifically validated assessments including the **Watson-Glaser Critical Thinking Appraisal, Differential Aptitude Test—Next Generation, Work Style Lens, and many others**, your recruitment team can make data-driven hiring decisions via a simple and easy to use platform.

Reliably Assess Candidates

» Accurately identify and measure role-specific cognitive abilities such as critical thinking, creative problem solving, numerical ability, and mechanical comprehension.

Quantify Workstyles

» Better understand a candidate's potential fit and predict future performance.

Make Data-Driven Decisions

» Access detailed reports for hiring and self-development that are backed by scientifically verified assessments.

3 Takeaways

☑ Pearson's innovative recruiting solutions allow you to quickly and confidently hire the talent that will move your organization forward.

☑ Talent Match gives you early access to engaged candidates with the required credentials before anyone else.

☑ TalentLens pre-hire assessments give you the clearest possible picture of a person's current and future potential.

Conclusion

Organizations need every advantage with sourcing, recruiting, assessing, and, eventually, hiring the right candidate for open positions. Connect with us today to learn how Pearson's recruiting solutions can help you develop an efficient and effective skills-based hiring process—so you can hire talent that will successfully propel you organization into the future.

Get Started Today

To learn more about Talent Match and TalentLens and see the power of hiring technology in action, schedule a demo at: info.credly.com/recruiting-solutions.

About Credly

Credly is helping the world speak a common language about people's knowledge, skills, and abilities. Thousands of employers, training organizations, associations, certification programs, and workforce development initiatives use Credly to help individuals translate their learning experiences into professional opportunities using trusted, portable, digital credentials. Credly empowers organizations to attract, engage, develop, and retain talent with enterprise-class tools that generate data-driven insights to address skills gaps and highlight opportunities through an unmatched global network of credential issuers.