

HEALTH WEALTH CAREER

TECH HIRING & TECHNOLOGY ADOPTION TRENDS 2019

A survey report based on a study
of 200+ organizations

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PREFACE

Recent times have seen a technological transformation in business processes, especially in how companies are recruiting their tech talent.

From the pen and paper days to sophisticated application tracking systems – businesses are at the cusp of a great technological revolution.

The rate of technology adoption in the hiring process continues to accelerate as efficiency and effectiveness become the core of the process.

More and more companies are moving away from traditional hiring processes and trying out new tools and technologies to make hiring a pleasant experience for both the recruiter as well as the

candidate. From sourcing to screening, each stage in the tech recruitment process is witnessing the use of new technology. Hence, there is no better time to study the current tech job market like now, when businesses are increasingly getting aboard the tech transformation bandwagon.

Powered by an in-depth survey taken by **350 industry leaders from 200+ organizations**, this report seeks to draw meaningful trends and insights into the challenges that plague the tech recruitment process and the various factors that contribute to technology adoption or lack of it in that process, in companies of different sizes, across the globe. This report aims to make a small dent in the most exciting and challenging landscape of tech recruitment that we are witnessing today. It presents some critical findings around the current tech job market and how organizations carry out the hiring process today and the changes that are in the pipeline going forward.



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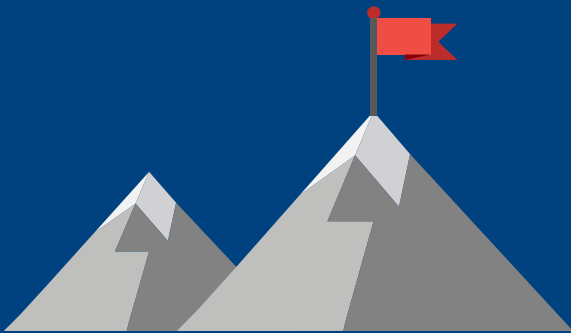
“Anything that involves emotional intelligence is unlikely to ever be replaced. But at the bottom end of the value pyramid – things that are about replicating a process – those will be automated.”

- JEREMY CAMPBELL

Chief Commercial
Officer, SD Worx, The
People Space

EXECUTIVE SUMMARY

The increasing demand for tech roles today is putting businesses under immense pressure to hire at speed and scale. However, only a handful of organizations are using available tools and technologies to carry out a successful tech hiring process. Our research revealed the following key insights:



The biggest challenge most organizations face during the tech recruitment process is the sourcing of quality talent.

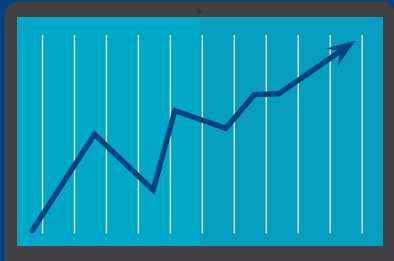
42%

of organizations expressed their inability to source the desired quality of candidates

20%

of organizations identified a long lead time as one of their biggest challenges in the tech recruitment process





32%

of organizations have an inadequate understanding about which tech tool to adopt, to ease their challenges

21%

of organizations relied solely on face-to-face interviews to hire tech talent

12%

of organizations didn't use a competency framework to guide the course of the recruitment at every step

All these factors contribute to long lead time, lowering the success rate of the entire tech recruitment process, from sourcing to selection.

This report enables organizations to strengthen their tech recruitment process through the adoption of more scientific and systematic tech hiring practices. It identifies best practices that help address the challenges in tech recruitment by examining the tools and technologies at hand. All the tools and technologies that are most helpful to lead a successful tech hiring process have been correlated to crucial metrics like time-to-hire, offer acceptance rate, and rehiring rate to display effectiveness.

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01 OVERALL TECH HIRING TRENDS



OVERALL TECH HIRING TRENDS

Online job postings and applications tracking set the pace of a more sophisticated system of hiring. The tech recruitment landscape today is governed by multiple technologies and trends ranging from data/people analytics, AI and machine learning, social media, and online communities.

The tech hiring trends are evolving – old practices are making way for new ones. In these changing times, here are some common trends and shifts that stood out:

1.1 TECH ROLES: DEMAND & SUPPLY

Digital transformation has led businesses to revise their use of resources for better performance. Competencies, processes, as well as technology are being re-oriented to drive this digital transformation. Companies across the globe, regardless of size or industry, are undergoing rapid digital disruption to stay ahead of the curve.

This wave of digital transformation is powered by multiple technologies, putting tech teams of every business at the forefront of this digital disruption. The accelerated pace at which companies are adopting technologies to align tech innovation with their business strategy is naturally leading to an increased demand for tech roles.

The tech hiring landscape is thriving – from developers (backend, front-end, full-stack, artificial intelligence) to data scientists, the demand for tech roles continue to rise to be able to support the technological transformation happening across the globe.

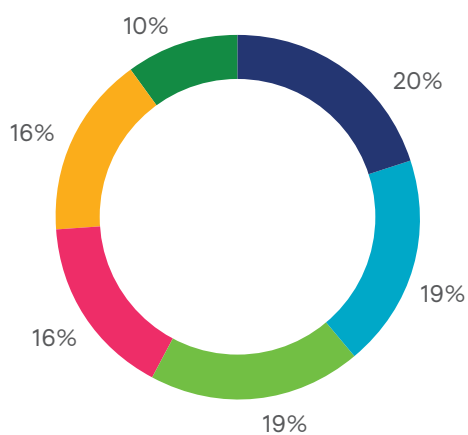
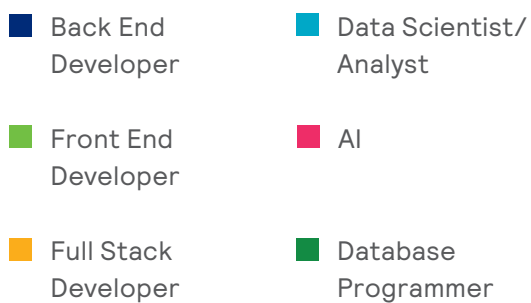


Chart 1: Tech Roles in Demand



With the influx of new technologies, especially artificial intelligence (AI) and machine learning, more and more organizations are trying to automate their business practices, leading to an increase in demand for AI programmers.



While many companies are moving away from hiring separately for backend and front-end roles, the demand for both these professionals will take some time to shift to only a preference for full-stack developers completely.

Thus, developers, in general, are in need, with over 20% of respondents expressing a hiring requirement for backend developers.



“The bulk of our business thus far has been for software developers and DevOps engineers.”

– MICHAEL SUNDERLAND
Managing Director at Full Stack Talent

In a customer-driven market like today, progressive companies are using data to understand customer psyche to track usability, personalize the experience, and build new products – this is where data scientists are crucial. Numerous companies are looking for data scientists now more than ever.

With technology weaving its web of change, companies are progressively turning to technology to keep up with global innovation. Hence, the demand for quality tech candidates is naturally far more than the supply.

Automation and digital transformation are affecting businesses of all domains. In addition to tech companies hiring for tech roles, every

business directly or indirectly is depending on technology and hence looking for tech talent.

This means that tech candidates are not only in demand within tech industries but also outside. A limited number of tech candidates are being pulled from every direction to take organizations towards digital transformation, leading to a demand-supply gap.

The pace at which new tech jobs are getting created outnumbers the courses or fresh graduates who come out every year. For job roles that have gained popularity only in the past few years, like AI/ML developer, data scientist/analyst, and full-stack programmer, there is a more significant percentage of unmet demand. Since the market for these job roles grew at a slower pace, so the supply is still catching up, resulting in a wider gap.

Sixty-four percent (64%) of the demand for AI/ML developers remains unmet due to the newness of the technology and academic programs being unable to run parallelly with the pace of innovation. The AI talent gap, alarming as it is, is further delaying the adoption of these technologies, putting businesses in a vicious cycle. As the demand continues to outrun the supply, recruitment of tech candidates with these skills also continues to be cut-throat.

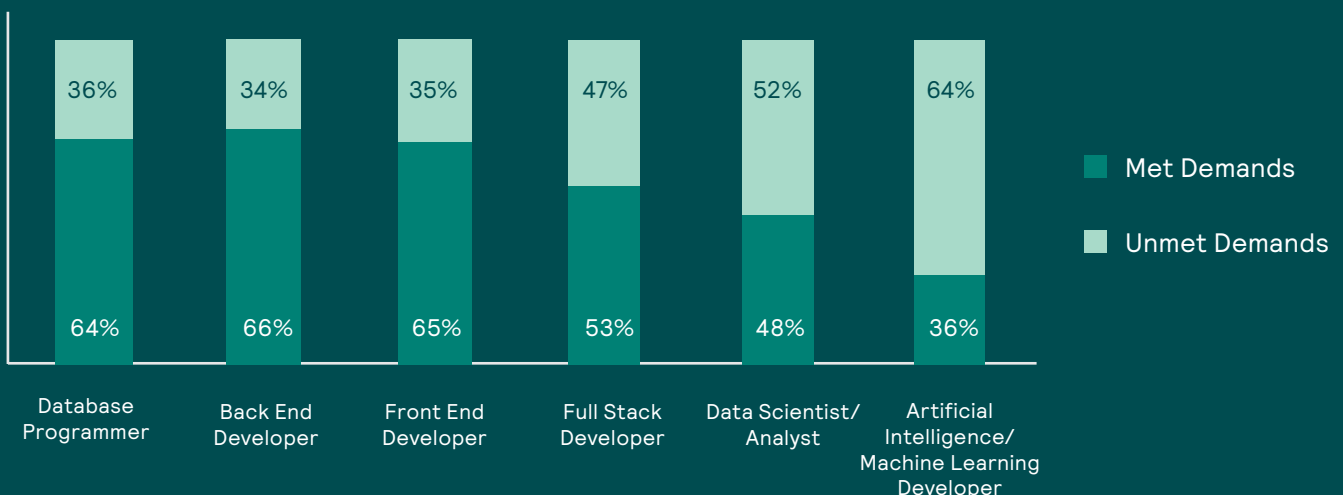


Chart 2: Tech Roles: Met & Unmet Demand

1.2 HIRING RATE

Innovation is often an indicator of organizational growth and development, and the technology department is the innovation hub of every company. The competencies required for innovative development are in high demand due to the tech upsurge. Naturally, there is a rise in hiring in the tech department in most organizations.

21%

On average, companies are planning to increase their tech hiring by 21% over the last year.

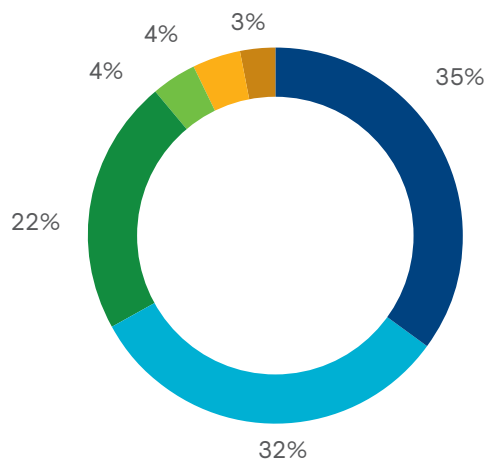
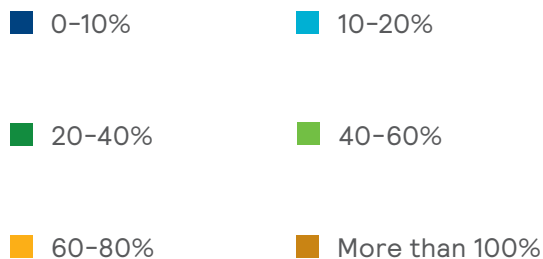
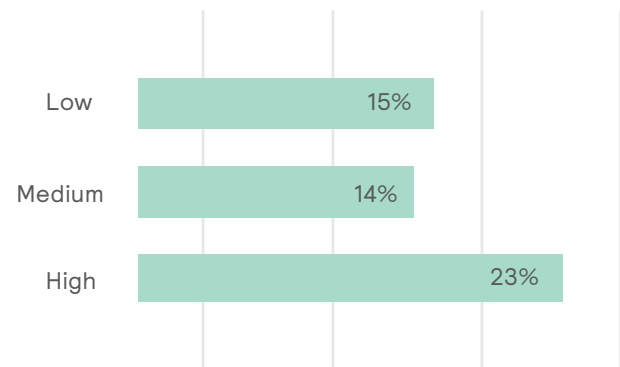


Chart 3: Tech Talent Hiring Rate



The hiring rate continues to accelerate, especially in high tech companies, to keep up with the pace of technological innovation. While they are getting ready to take on the future of work by increasing their hiring by more than 20%, low-tech companies continue to maintain a slower rate, that is, less than 15%, while still getting used to what this digital transformation might entail for them.



Low- Tech team only acts as a support for the success of the company's product

Medium- Core product is highly influenced by the tech team

High- Tech is at the core of my company's product or service

Chart 4: Hiring Rate by Core Product

With change looming in from every direction, organizations are preparing to actively face up to it by arming themselves with a future-ready workforce that can face the change process head on and sail through the transformation.

While big conglomerates (more than 5000 employees) are looking at a 22% hiring rate, year-on-year, to not miss out on the tech transformation bandwagon, the smallest (less than 100 employees) are eager to make a dent and scale rapidly in the digital economy with an uptick in their annual hiring rate of 24%.

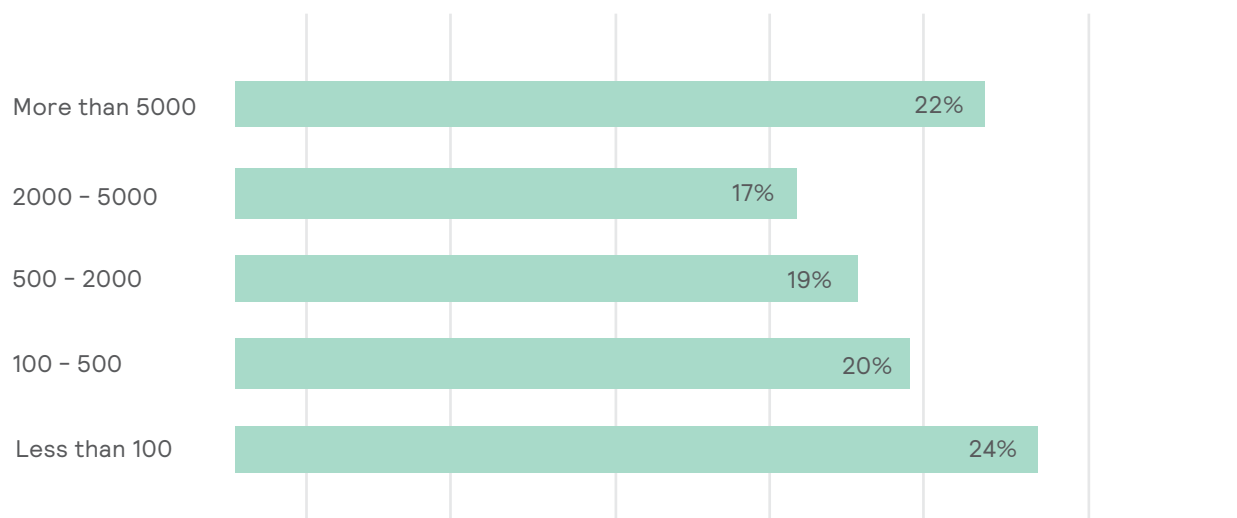


Chart 5: Y-o-Y increase in tech talent hiring rate in organizations of different sizes



1.3 SUCCESS RATE & KEY INDICATORS

The success rate of the hiring process is defined by candidates who accept the offer and perform as expected.

Every step in the tech hiring process becomes a metric to measure its success, right from the sourcing channels to the onboarding experience. However, time-to-hire, quality of hire, offer acceptance rate, and rehiring rate significantly impact the success rate. These key indicators help the recruitment process by indicating practices that work in favor of the business and the ones that don't, along with the best practices, the most efficacious ones.

The average tech hiring process success rate is 50%.

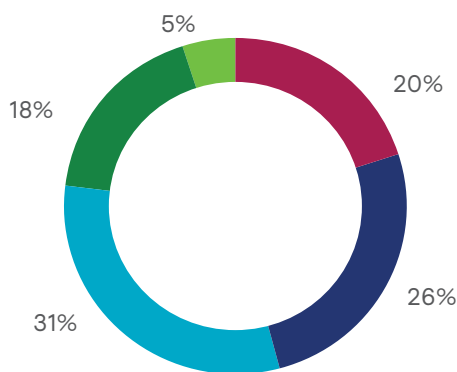
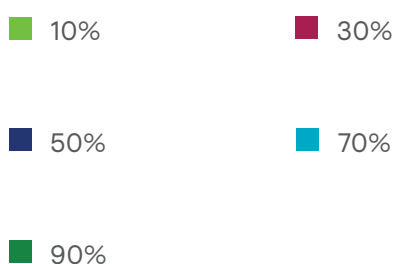


Chart 6: Overall Success Rate



1.3.1 Offer Acceptance Rate

Offer acceptance rate is the percentage of offers that were extended by the organization and accepted by the candidate.

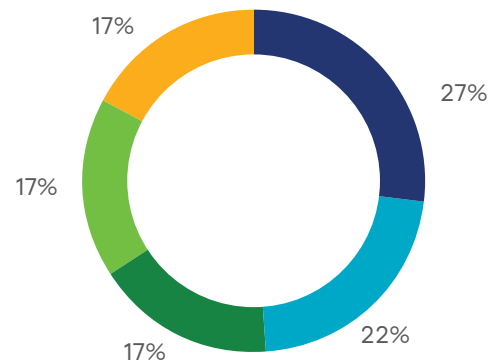
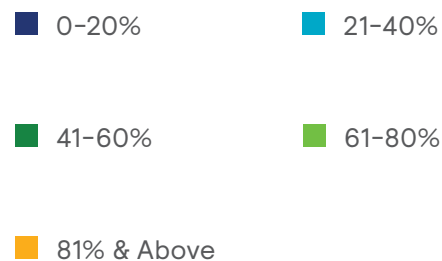


Chart 7: Percentage of tech candidates that accept the job offers companies roll out



The recruitment process is a two-way process where businesses and candidates are evaluating each other for the perfect fit.

Some of the reasons for candidates to decline an offer are

- (i) better pay
- (ii) opportunity to be attached with a bigger/better brand name
- (iii) better perks and work culture
- (iv) more challenging work and
- (v) poor recruitment experience.

The offer acceptance rate currently sits at an average of 50%. Majority of tech candidates choose salary as an important deciding criterion.

60%

of tech candidates decline a job offer because a competitor firm is willing to offer them a better pay package.

After salary benefits, tech candidates look for the nature of challenge and problem statement of the organization or have a language preference, in which they want to code.

85%

Pay and quality of work, together, contribute to close to 85% of reasons why tech candidates will accept a job offer.

Other factors play a marginal role in a tech candidate's decision to join an organization.

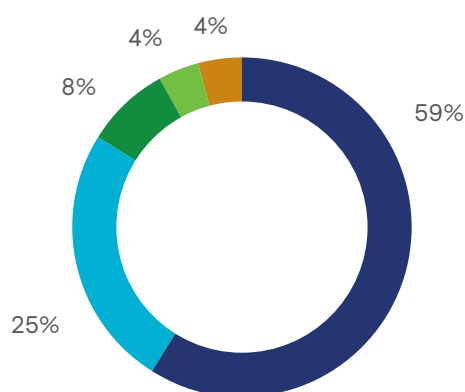


Chart 8: Reasons To Decline An Offer

- Better pay package at a competitor firm
- Opportunity to be attached with a bigger and better brand name and reputation

- Better perks and/or work culture at another firm
- Better quality of problems and challenges to work on in another firm
- Poor recruitment experience



For many candidates, the importance of associating with a brand of a certain reputation plays an important role. Also, a poor recruitment experience deters the chances of a candidate accepting the offer on the table.

What organizations need to do to attract top-quality tech talent and achieve a higher offer acceptance rate is to study their competitors and benchmark their salaries as a first step. The next step is to base the recruitment process on a competency framework and spell out a clear job description to ensure that the job meets the expectations of the tech candidate, making the process a productive exercise for both the recruiter as well as the candidate.

Businesses should also thrive on creating a positive brand image and engaging a community of talent pool for future openings through digital media. Transparent, open, and flexible work cultures are often brownie points for tech candidates when considering an offer.

For a candidate, the recruitment process represents a chance to see the workplace culture and the value it places on its people. Whether a candidate accepts or declines an offer, businesses should aim to provide them with good recruitment experience overall for referrals and future networking.

While the tech recruitment process gets automated, on the one hand, tech hiring professionals need to understand what tech candidates are looking for in a new opportunity, in addition to being compensated fairly. It could be a challenging work environment involving the latest and greatest technologies, remote working, association with a reputed brand name, better work culture, etc. The fast-paced and target-oriented nature of tech recruitment often overlooks the simplicity of establishing human relations at the base and building thereupon.

1.3.2 Rehiring Rate

Rehiring rate is the percentage of times one position opens again in the same financial year.

23%

Probably a more difficult task than hiring in the first place, tech recruitment professionals say they, often, have to rehire for the same position 23% of times in the same financial year.

With baby boomers about to reach their retirement age and millennials stepping into the workforce by millions, job hopping is on the increase and so is the rehiring rate.

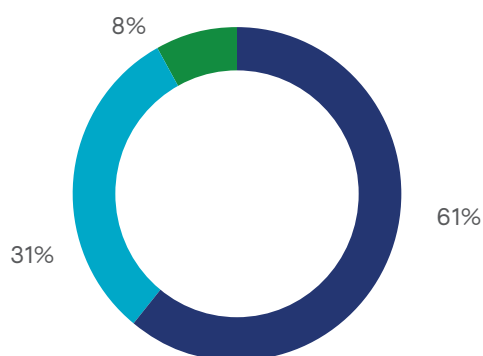
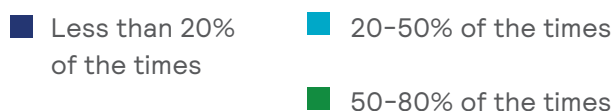


Chart 9: Rehiring Rate



A high rehiring rate can hint at the failure of the organization to meet the candidate's expectations or a fault in the hiring process which was unable to evaluate the motivations of the candidate, apart from extremely personal decisions to leave. The first step to ensure a lower rehiring rate is to have a competency framework guiding the tech recruitment process and to understand the motivations that guide the candidate based on previous work experience and other indicators. With the power vested in the candidates and employees in the digital world, and motivation being a great driving force, hiring and retention go hand in hand. The new generation employee demands more than an annual appraisal.

Top considerations that impact employee's decisions when changing jobs:

Transparency
—
Company Goals
—
Vision
—
Regular Feedback
—
Career Growth
—
Leadership
—
Learning Opportunities



02

OVERALL TECH RECRUITMENT CHALLENGES

OVERALL TECH RECRUITMENT CHALLENGES

From businesses that are highly dependent on tech to enterprises that only rely on tech for ancillary support, tech roles continue to make a place for themselves across organizations of all size.

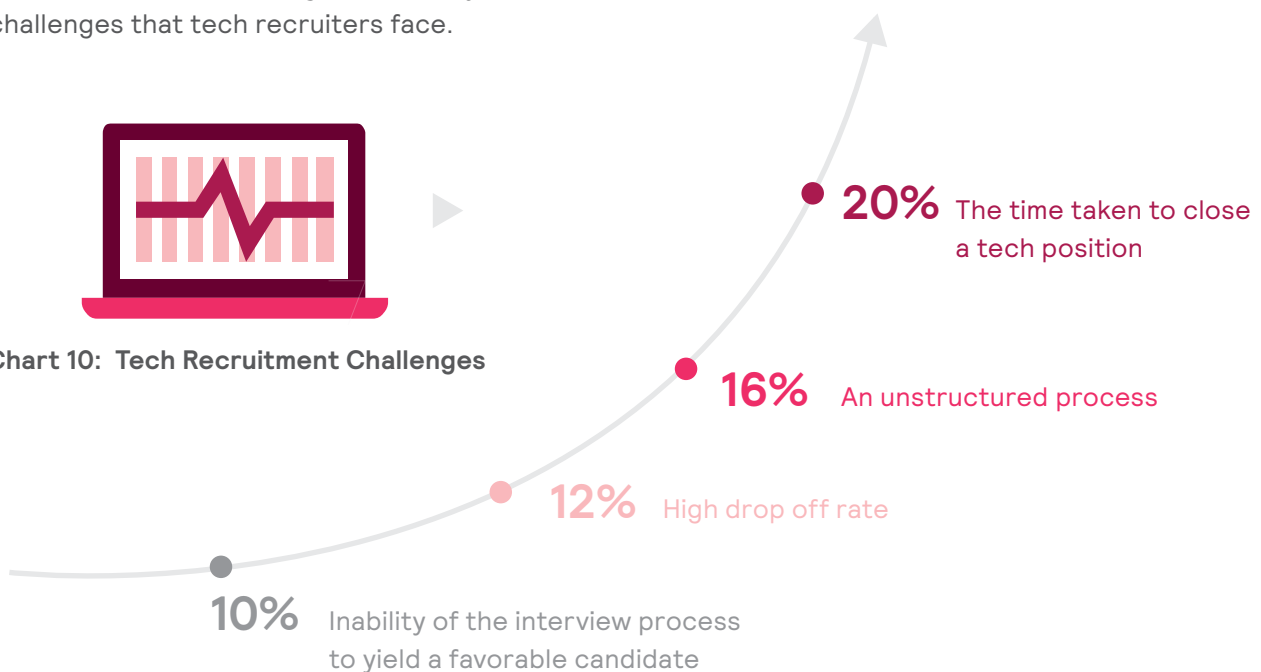
With this increase in hiring comes many challenges that tech recruiters face.

42%

of respondents involved in tech hiring said that the very first step of the process, sourcing, was a major challenge, followed by



Chart 10: Tech Recruitment Challenges





2.1 SOURCING OF QUALITY CANDIDATES

The increasing gap between the demand for tech candidates and their supply, discussed earlier in the report, makes sourcing of quality tech talent one of the biggest challenges.

42%

of people involved in the tech recruitment process find it difficult to access quality tech talent.

While new technologies are sprouting up, there is a significant shortage of talent to take them up. The rapidly changing job requirements of organizations due to accelerated digitalization and the inability of the tech talent pool to keep pace with these ever-changing requirements contribute considerably to this sourcing challenge.

The highly competitive tech recruitment landscape makes it all the more difficult to reach out to candidates, who are already being bombarded by multiple other recruiters. It is essential for tech hiring professionals to look ahead of traditional sourcing channels and build a brand that leaves a mark on the tech community.

2.2 EXTENDED LEAD TIME & UNSTRUCTURED PROCESSES

Tech recruiters of other organizations are also pursuing every candidate that fits the bill for your organization. Long and unstructured processes often result in losing out on the right tech talent, making it a major challenge in the tech recruitment process.



On average, a tech position takes about a month, i.e., 30 days, to fill.

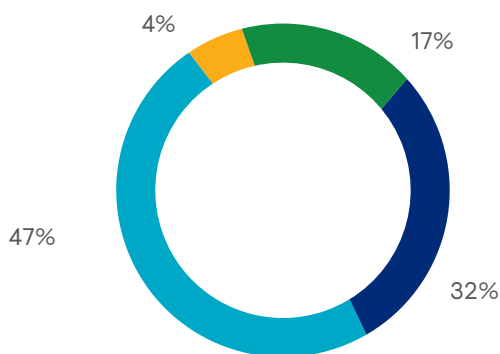


Chart 11: Time Taken to Fill A Tech Position

- Less than a week
- Less than a month
- 1-3 months
- More than 3 months

In the cut-throat world of tech recruiting, a delay in the hiring process can make you lose out on the top of the line tech talent while shortening the time-to-hire can make you miss out on deserving candidates and result in sub-optimal hiring quality.

To shorten the lead time and structure the processes for overall positive candidate experience, tech recruiters can have a detailed understanding of the knowledge and skillset requirement of the desired candidate and create a competency framework in communication with all parties involved in the process. Competency frameworks play a critical role in giving direction to the recruiting strategy and avoiding confusions on the fitment and skillset of a candidate. Screening tools are another way to streamline your tech hiring process and help you assess the necessary skill-sets in an easy and structured manner.

The absence of a competency framework and screening tools often results in longer lead time. This is evident in low tech companies where the use of competency framework and screening tools are not a common practice.

Thirty percent (30%) of low-tech organizations believe that long lead time is the biggest challenge they face in their tech recruitment process.

“

“From the moment the recruiting process begins to handing the offer on the table, it takes roughly two months. This means publishing the offer on our channels, having a phone interview, completing tasks and exercises, and two in-person interviews.”

- OLA WLODARCZYK
HR Specialist, Zety

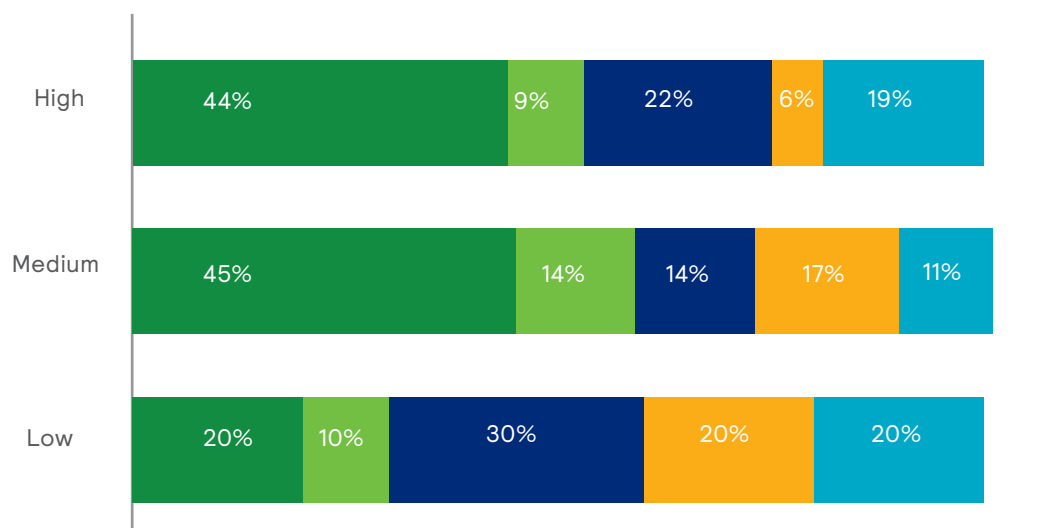


Chart 12: Hiring Challenges by Core Product

High- Tech is at the core of my company's product or service

Sourcing of Quality Candidates

Low Interview Success Rate

Medium- Core product is highly influenced by the tech team

High Drop Off Rate

Unstructured Processes

Low- Technology teams have little impact on core products

Long Lead Time

Similarly, 25% of big conglomerates (>5000 employees) claimed to have a longer lead time due to multiple rounds of interviews with the top management and various approvals in the process.

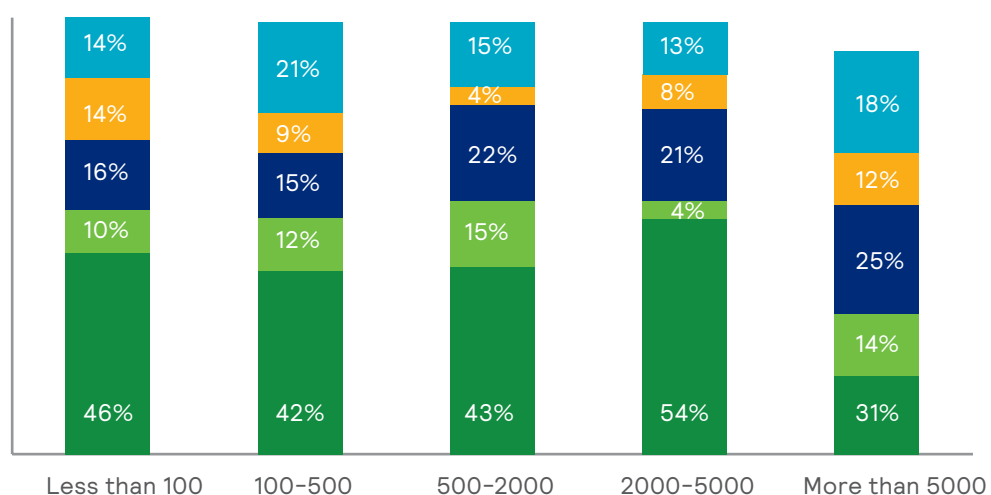


Chart 13: Hiring Challenges Faced by Organizations of Different Sizes

Sourcing of Quality Candidates

High Drop Off Rate

Long Lead Time

Low Interview Success Rate

Unstructured Processes

2.3 HIGH DROP OFF RATE

Many of the potential candidates don't make it to the end of the recruitment cycle, which accounts for 12% of all the challenges that tech recruiters face. The shift of power, from employers to candidates, is accompanied by a rise in expectations around how an organization carries out the recruitment process. According to our respondents, the drop off rate has recently seen an increase due to more and more millennials stepping into the workforce and expecting a smooth, fast, and transparent process, failing which the candidate will drop off in the middle of the process itself.

In a candidate-driven market, candidate experience is an important metric that can determine the drop off rate. There could be a range of other reasons why candidates drop out of an organization's hiring process. The biggest of them is time-to-hire.

A candidate-first approach guiding recruitment assures the candidate that your organization is ready to go the extra mile to provide for a professionally satisfying experience. An effort to keep candidates engaged can buy companies extra time, in addition to keeping the process fast and friendly.

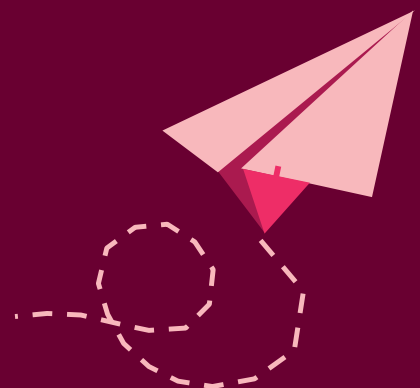
A shorter time-to-hire can make you the first organization to put an offer on the table, thus increasing the chances of the candidate accepting it, in addition to ensuring that the compensation and benefits offerings of your organization are difficult to say no to.

“

“Competing for tech talent never gets easier, nor is it a perfect mathematical equation. Instead it’s about understanding your market, knowing what your current and prospective employees are looking for, and doing your best to create the environment that attracts the right workers to your company.”

- **STACEY CARROLL**

Principal Consultant at
Payscale



03

STAGES OF TECH RECRUITMENT: TRENDS & BEST PRACTICES





STAGES OF TECH RECRUITMENT: TRENDS & BEST PRACTICES

Hiring processes are getting revamped across the world, and technology is playing a significant role in it. Companies are increasingly embracing technology to bring about a delta change in the cost and quality of their tech hires, as well as the time taken to hire them. Here is a peek into the prevailing trends and exemplary practices that are currently guiding the tech recruiting landscape across the various stages of recruitment – sourcing, pre-screening, screening, and selection.

3.1 SOURCING

With evolving trends and the focus shifting on using technology to increase efficiency, tech recruiters are turning to **job portals, tech forums, social media, building company's career page, hackathons, and passive candidate search through LinkedIn to source candidates.**

“

“Digitally, we focus on local technology-specific Facebook groups, Facebook marketing (it's the most used social platform for our demographic), our recruiters use LinkedIn and our own personal website as well as their own connections. We also have joint ventures with schools, trying to get fresh grads and do “Aware Tech Class” – where we go into schools and do workshops using alumni from their respective universities. We are very focused on “thought leadership” and building our brand to people coming into the job market.”

– SEAN ALLAN

Digital Marketing Manager,
Aware Corporation Ltd.

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40%

of companies face a challenge while sourcing quality tech candidates, despite the availability of multiple channels.

Of all the channels tech recruiters use to source candidates,

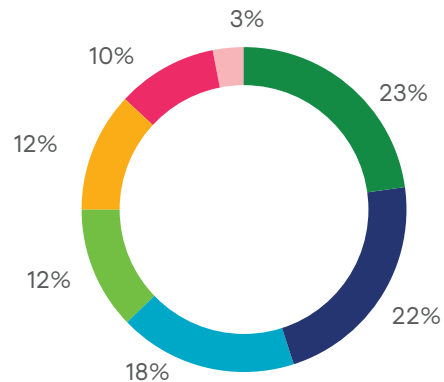


Chart 14: Tech Talent Sourcing Channels

23%

of respondents claim that employee referrals have been their go-to channel when scouting for tech talent.

- | | |
|-----------------------|----------------------------------------------------------|
| Employee Referrals | Campus Hiring |
| Job Portals & Forums | Reaching out to passive candidates through linkedin/mail |
| Social Hiring | Tech Events & Hackathons |
| Company's Career Page | |

More and more tech professionals are also active on tech forums like Stack Overflow & GitHub – these platforms make it easier for recruiters to get an idea of the tech talent pool’s interests, knowledge, and skill set.

The current workforce lives in the digital world and relies on it for all important decisions. When candidates apply for jobs today, they first research the company on social sites and take decisions based on this research. It is imperative for businesses to list themselves on all review sites and always keep them updated with regular posts and testimonials that speak to the candidate about the company’s work culture, in addition to providing candidates with a well-informed career page.

Used in conjunction, these sourcing channels are a great way to build a brand and reach out to potential tech talent.

The present-day candidate driven market compels organizations to treat potential employees as customers. Hence, tech recruitment is no longer a function limited to the HR department and hiring manager but should also include marketing to create a strong brand proposition that potential employees aspire to be a part of.



“In our company, the HR department firstly searches through recruitment websites like Indeed or Glassdoor and social networks. As an alternative way to find good candidates, we promote our website dedicated to corporate life and current openings, as well as publish our HR-related content on external portals. Our HR department collaborates with the marketing team to create a strong and attractive employer brand. We promote not only our career opportunities but also the corporate culture and values.”

– KIM TURNAGE

Director & Leadership
Consultant at Talent
Plus

Campus Hiring

Active Reach Out To Passive Candidates

Social Hiring (LinkedIn, Facebook,
Twitter, etc)

Company’s Career Page

Tech Events & Technology

Job Portals & Forums (Glassdoor, GitHub

Employee Referrals

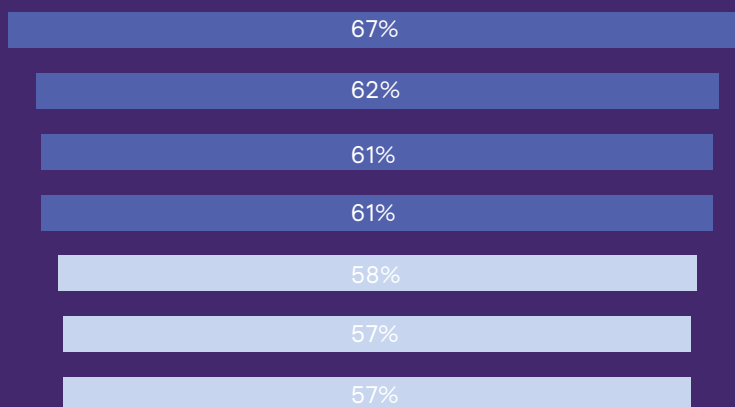
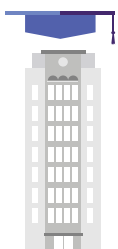


Chart 15: Success Rate by Sourcing Channels

67%

Campus hiring reports the highest success rate at 67%



Campus hiring enables organizations to choose from a large pool of tech talent and allows them to nurture the talent right from the beginning of their career journey, resulting in the development of better performing individuals and a lower attrition rate.

Many passive tech professionals, while satisfied with their jobs, often consider opportunities that come knocking through their LinkedIn and other social hiring channels, making it a fruitful avenue for sourcing.

61%

of organizations report success while sourcing from their career page.

It makes the work of tech recruiters slightly relaxed as inbound applications assure intent.

SOURCING BEST PRACTICES

Tech recruitment is like a sales role. Sourcing often requires tech recruiters to sell the brand name along with the position, benefits, and culture of the organization to the candidate. Here are some ways to help you source better:

- Start by creating a strong employer brand by leveraging digital media. Publicize work culture, quality of problems, learning opportunities, and engagement activities. Work in close collaboration with the marketing team. You can also create a tech blog for your company to engage the tech community.

- Tap into websites used primarily by the tech community like GitHub, Stack Overflow, etc., and use them as brand building channels.
- Explore innovative means of attracting and sourcing tech talent through conducting hackathons.
- Extend your search to potential passive candidates for a broader outreach.
- Launch a lucrative employee referral program to tap into the close-knit tech community and leverage it when the need arises. Referrals not only further retention but also encourage recommendation for the overall success of the tech hiring process.

“

“While we use sites such as LinkedIn and Indeed to attract talent, we also leverage engineers that our current employees know to build a referral network. Our engineers are very involved in the hiring process, and this has helped us attract the right talent.”

– ALEXANDRA BOHIGIAN

Marketing Director,
Enola Labs

Consistently engaging tech communities through the above-mentioned best practices increase the chances of sourcing better quality tech candidates.

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3.2 PRE-SCREENING

Pre-screening entails shortlisting candidates from a pool of CVs, in accordance with the role at hand and the prerequisite competencies laid down by the organization.

In a workforce of millions, hiring the right talent is becoming difficult. Trusted with the responsibility of organizational growth, tech hiring process needs to leverage the best of technological tools that are easy to integrate and that tick all the boxes in the talent acquisition process.

EVALUATION CRITERIA

Efficient screening requires careful consideration of various factors that will help you narrow down the best tech candidate most suited for your organization. While different organizations have different criteria based on which they shortlist candidates, **20% of respondents, who are involved in the tech recruitment process, chose proficiency in the required tech skills as a top evaluation criterion.**

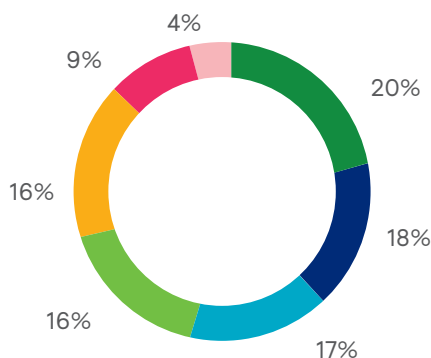


Chart 16: Evaluation Criteria For Pre-Screening



“Candidates are shortlisted by the level of experience, if they appear to have strong computer science fundamentals (university degree in CS, 5+ years’ experience, etc.), and if they have experience in our particular tech stack.”

– STEVE HERSCHLEB

Co-Founder and CTO,
Neat Capital

With new technologies making inroads,

18%

of respondents take into account the cognitive ability and learning agility of the candidate to be able to upskill them successfully, when the need arises.



“Technology is changing so quickly that it is hard to find people with the right skills for the job. Employers are looking for people primarily with problem-solving skills to work with new machines. Our campus hiring program is based on project-based learning that develops these skills.”

– SARAH BOISVERT

Founder, Fab Lab
Hub (Author, The New
Collar Workforce)

17%

of employers take into consideration the applicability of a candidate's previous work experience

9%

of employers take academic background into consideration

Companies, where the core product is highly dependent on tech, are moving away from considering college degrees and favoring tech candidates with more hands-on experience. However, for low-tech companies, it is imperative to have candidates who have been previously associated with more prominent brand names in the past to be able to build better credibility with their customers/investors.

22%

of respondents from high-tech companies prefer hands-on experience in the required tech skill/language

38%

of respondents from low-tech companies prefer candidates from eminent brands, which is also the most significant consideration factor for them



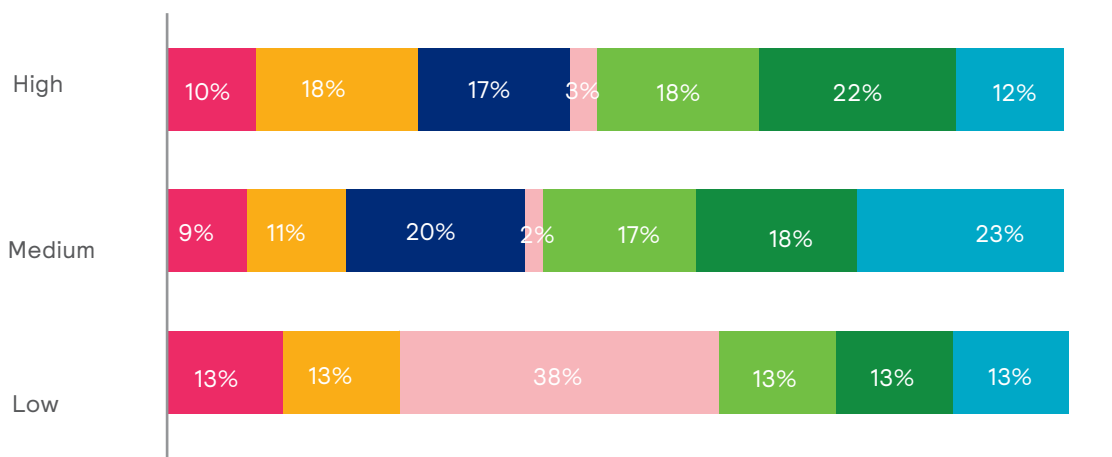


Chart 17: Talent Evaluation Criteria by Core Product

High- Tech is at the core of my company's product or service

Medium- Core product is highly influenced by the tech team

Low- Tech teams have little impact on core products

Academic Background

Overall work experience

Cognitive Ability & Learning Agility

Previous employer brand/ name association

Behavioral & Interpersonal Skills

Proficiency in required tech skills

Applicability of previous work experience

TECHNOLOGY ADOPTION IN PRE-SCREENING

Traditionally pre-screening took up a lot of time, for recruiters had to sift through hundreds of CVs to shortlist candidates for the following stages. Not only was this exercise extremely time-intensive, but it also didn't guarantee a thorough and scientific search. However, digital transformation has brought with itself faster means of pre-screening candidates with a click of a few buttons. With many tools using powerful forces of AI & ML, the time taken to gather and sort through hundreds of CVs has decreased immensely, ensuring that tech recruiters and decision makers get more time to engage with candidates.



18%

of companies are using smart AI-based technologies to filter resumes

56%

of respondents are open to trying these new pre-screening technologies

26%

of respondents have never heard of it and continue to rely on manual means for pre-screening the applications

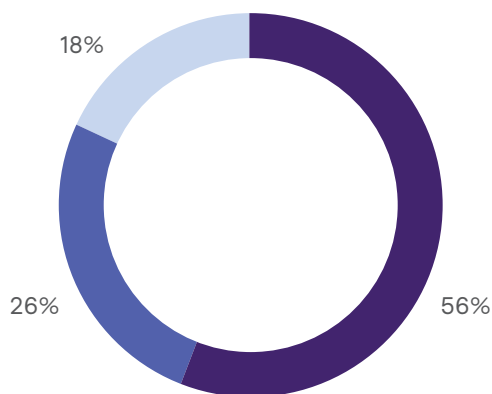
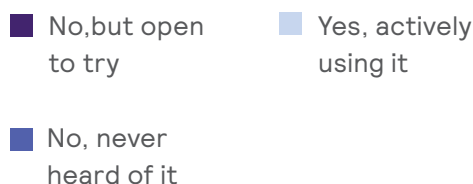


Chart 18: AI Tool Usage for Resume Filtering



Technology adoption is significantly higher for large companies, probably owing to their scale and dire need to automate some of the manual tasks. **33% of large organizations (with more than 5000 employees) are using AI-based tools for resume sorting, while the use of smart technologies remains less than 15% in organizations of smaller size.** This gap in technology adoption is due to varying budgets and resources. Larger organizations are easily able to upgrade to the latest technologies, software, and infrastructure due to hefty budgets, however, smaller companies often prefer to focus their limited budgets on more pressing needs of the business. Bigger companies also have the ability to invest in the training needs of their employees to test, use, and manage these technologies.

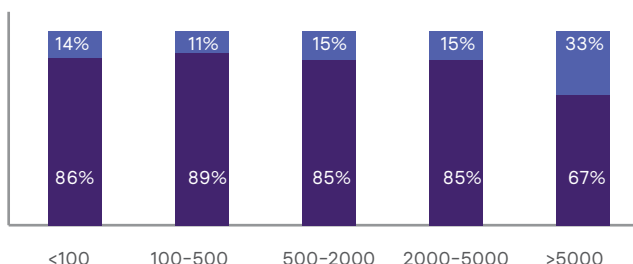


Chart 19: AI Tool Usage by Company Size



The use of AI-based tools for resume sorting also decreases with the company's dependency on technology.

21%

of participating high-tech companies use smart technology, while more than 90% of low-tech organizations don't employ any tools in their pre-screening process.

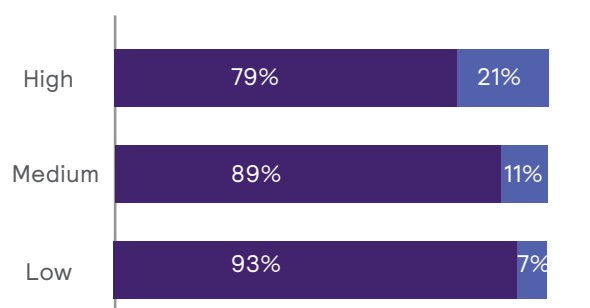


Chart 20: AI Tool Usage by Core Product

High- Tech is at the core of my company's product or service

Medium- Core product is highly influenced by the tech team

Low- Tech teams have little impact on core products



PRE-SCREENING BEST PRACTICES

Sophisticated application tracking systems (ATS) have already made inroads into the hiring process, making the job of tech recruiters so much easier. The next step is to integrate your ATS with machine learning and artificial intelligence to automate the process further. These technologies can be trained to screen resumes just like a human recruiter, based on a pool of data, with pre-decided consideration factors and other post-hire statistics. ATS and their future versions can automate parts of the

recruiting process that are time-consuming and repetitive.

Investing in technology improves the quality of applicants as well as shortlisted candidates, optimizes the recruitment process for time and cost, and ensures a better experience for candidates. It also helps in combating unconscious bias and promotes inclusivity and diversity.

Intelligent software is the answer to the complexities involved in the pre-screening process. It solves your time versus quality dilemma by sorting the good from the disqualified resumes in a fast and efficient manner, thereby significantly reducing the time spent by tech recruiters in going through every resume. AI helps recruiters analyze big data and put logical filters to target relevant candidates within a few clicks.

It gives tech recruiters the time to engage with candidates, that was earlier devoted to manual sorting of resumes and other redundant tasks.

The use of ATS and AI tools decreases the time-to-hire, thus resulting in a 69% success rate.



Chart 21.1: Success Rate for AI Tool Usage

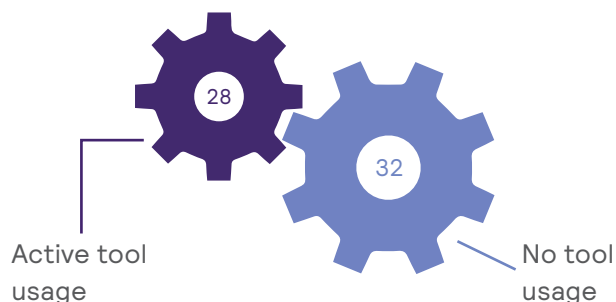


Chart 21.2: Time-To-Hire (in days) by AI Tool Usage



Time-to-hire is a critical metric to measure the success of your recruitment, and the use of AI tools in the pre-screening process significantly expedites the shortlisting process and reduces the time-to-hire.

“

“When I was a full-time senior recruiter, searching for key words in the resumes were vital - before even reading through the actual resumes...What I would do is create pre-qualifying questions that often allowed the AI in the system to auto-reject those who didn't pass the questionnaire. Using this system, I would often be able to identify 'perfect' candidates...Too often, recruiters don't know how to set it up correctly to be able to reduce their manual labor of reading all those resumes.”

- **DAWN D BOWLER**

PhD, CEO, D Bowler Consulting

3.3 SCREENING

No two companies have the same screening process, but it is primarily guided by the same principles of assessing a candidate on their fitment for the position as well as for the organization.

COMPETENCY FRAMEWORK

For effective screening, it is important for businesses to have, first and foremost, a competency framework in place followed by a scientific method of screening using assessments and tools. Competency frameworks enable interviewers and assessors to carefully design questions and activities to assess a specific set of skills and traits.

Despite the benefits, 12% of businesses don't have a tech competency framework due to which the screening process remained unstructured.

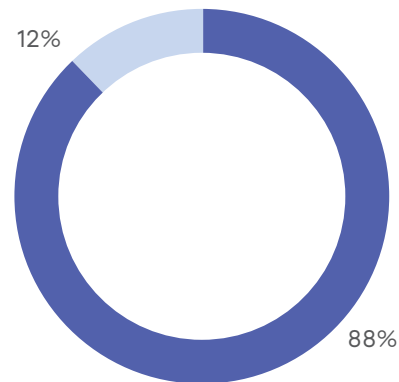


Chart 22: Competency Framework Adoption Rate

■ No competencies are defined ■ Competencies are clearly defined

90%+

of the larger organizations (with 500 employees or more) are successfully using a competency framework.

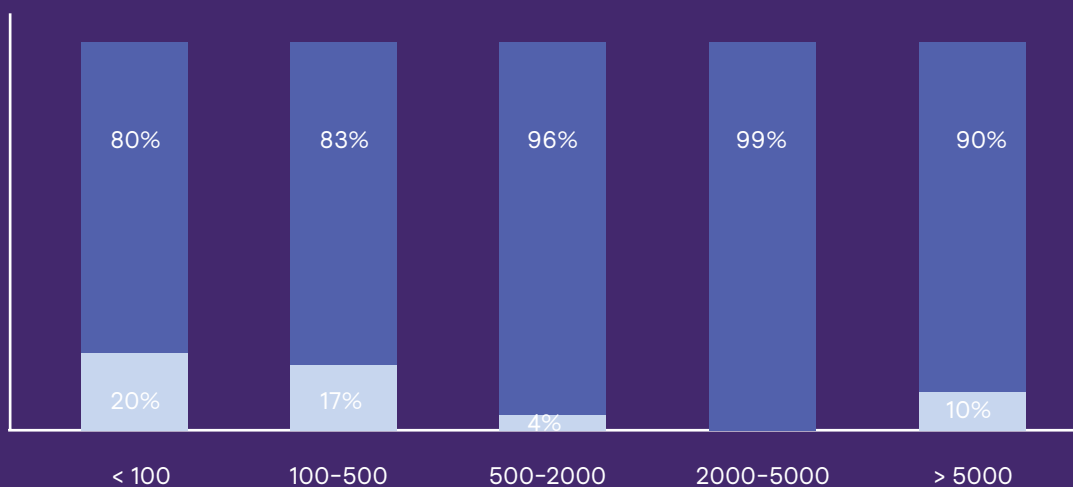
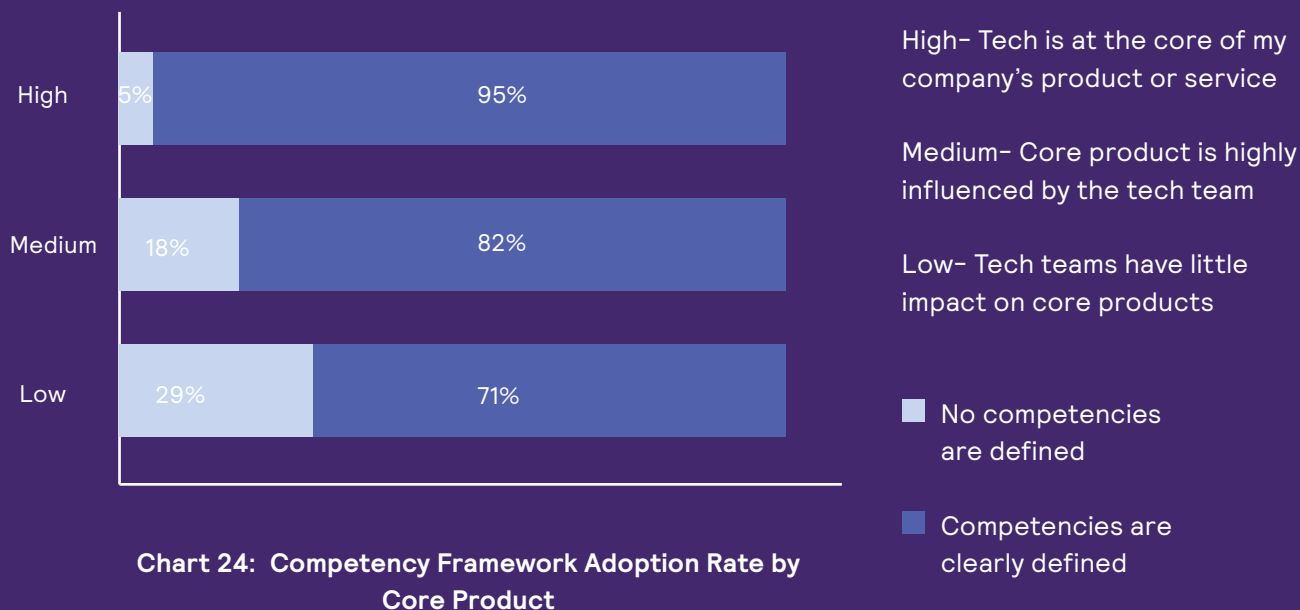


Chart 23: Competency Framework Adoption Rate by Company Size

■ No competencies are defined ■ Competencies are clearly defined



A similar pattern can be noticed about competency framework usage by core product – the higher the tech dependency, more likely it is for a company to use a competency framework.

95%

of respondents from high-tech companies agreed to have been using competency frameworks for screening.

High-tech organizations have realized that the success of the business depends on the capabilities of their employees. Having an all-encompassing competency framework enables better utilization of resources in the hiring process and helps lay out a clear path of career progression for candidates, making the process productive for all parties involved.

TECHNOLOGY ADOPTION IN SCREENING

Resumes might be able to get through an AI-enabled ATS using the right keywords, interviews can be manipulated, but assessment tests provide evidence that the potential tech candidate can perform the job she/he is being hired for. It also gives candidates a closer look

at the kind of work they will be doing daily. Screening assessments are also a great way to reduce human bias in the hiring process by basing the decision to hire solely on the candidate's knowledge and skillset.

While 21% of organizations didn't use any tools to screen tech candidates, 79% of companies used some or the other form of assessment to gauge the skill proficiency requirement for the tech opening – a factor that was rated as one of the top considerations when hiring for tech talent.

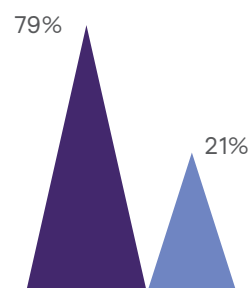


Chart 25: Screening Tool Adoption Rate

■ Absence of screening tools

■ Usage of screening tools

The tool adoption rate for screening tech candidates decreased with the dependency of the core product on technology.

87%

of respondents from high-tech organizations used screening tools

33%

of respondents from low-tech organizations didn't use any tools for screening



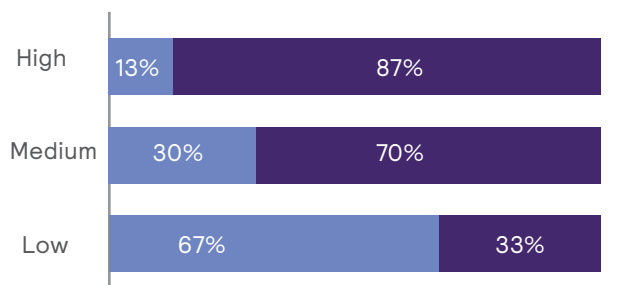


Chart 26: Screening Tool Usage by Core Product

High- Tech is at the core of my company's product or service

■ Absence of screening tools

Medium- Core product is highly influenced by the tech team

■ Usage of screening tools

Low- Technology teams have little impact on core products

SCREENING BEST PRACTICES

COMPETENCY FRAMEWORK

Competency-based recruitment enables businesses to align their goals and visions at one place and create a culture of success. An outline of expectations regarding a candidate's performance and behavior, competency frameworks make it easy to check boxes during the recruitment process, thereby maximizing the efficiency of each stage of recruitment. The adoption of competency frameworks impacts the overall success rate of the recruitment process, as well as the key metrics that define it, namely time-to-hire, offer acceptance rate, and rehiring rate.

The success rate of the hiring process goes up by 10% when a tech competency framework dictates the screening process (58%).

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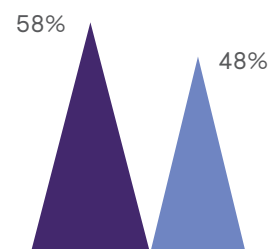


Chart 27: Success Rate for Competency Framework Usage

■ Competencies are defined

■ No Competencies are defined

According to the survey, the average time taken to hire a tech candidate is 30 days. It is evident that companies with a competency framework can fill the position faster than companies that don't have a tech competency framework in place.



Companies that don't use a competency framework take almost a week more (5 days), considerably increasing the time-to-hire and decreasing the chances of availability of the candidate.

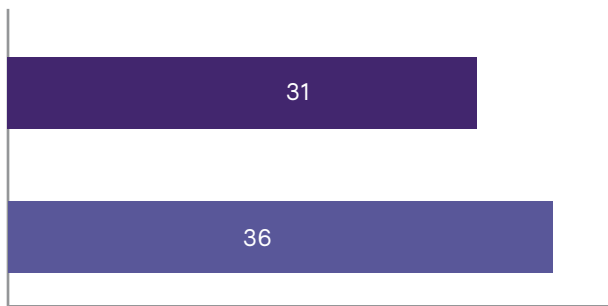


Chart 28: Competency Framework Usage & Time to Hire (in days)

■ Competencies are defined ■ No Competencies are defined

Additionally, it is also seen that having a competency framework influencing the screening and selection process increases the chances of the offer being accepted.

Organizations using a competency framework report their offer acceptance rate to be 52% while organizations that don't use a competency framework have an offer acceptance rate of 37%.

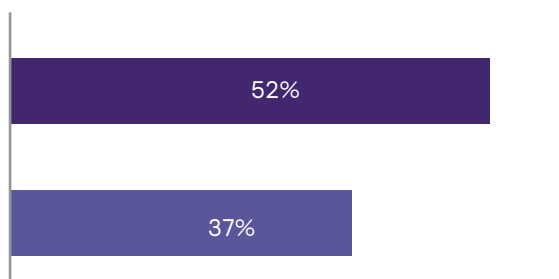


Chart 29: Offer Acceptance Rate by Competency Framework Usage

■ Competencies are defined ■ No Competencies are defined

The use of competency framework should be the guiding criteria of the tech recruitment process – it minimizes the chances of wrong hires, thereby reducing the rehiring rate. Organizations who don't use a competency framework have a rehiring rate of 27%.

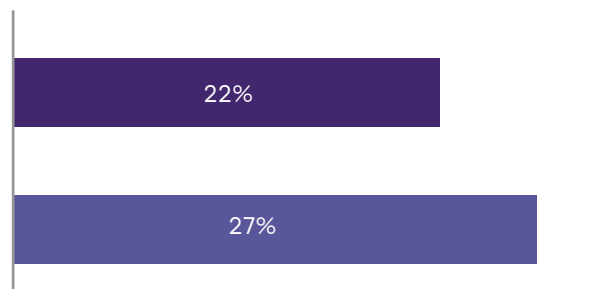


Chart 30: Rehiring Rate by Competency Framework Usage

■ Competencies are defined ■ No Competencies are defined

To make the screening process a success, it is important for all parties involved to lay out a well-defined competency framework based on which a transparent screening process should be executed. It is essential to know what competencies and skill sets are necessary for your business and then decide the right assessment for it.

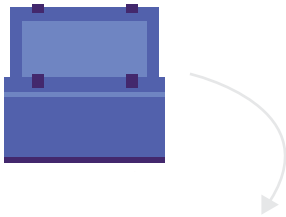
TECHNOLOGY ADOPTION IN SCREENING

The adoption of assessment tools directly impacts the success, offer acceptance, and rehiring rate.



“As a business owner that has interviewed and hired staff for over 18 years, I can admit it is so hard to tell if someone is just a good interviewer, is honest, gets to work on time, and works well with others. Whatever you can do to see them in action minimizes your risk and increases the likelihood of you making a correct decision.”

– AKIVA GOLDSTEIN
CEO & Solutions
Architect, OnsiteIn60



58%

Businesses that use assessment tools report a success rate of 58%

51%

The offer acceptance rate when screening tools are used is 51%

25%

Organizations that use screening tools are less likely to rehire for the same position, while the absence of screening tools increased the rehiring rate to 25%



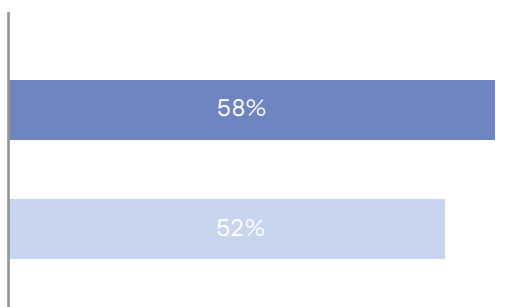


Chart 31: Success Rate by Screening Tool Usage

■ Usage of screening tools ■ Absence of screening tools

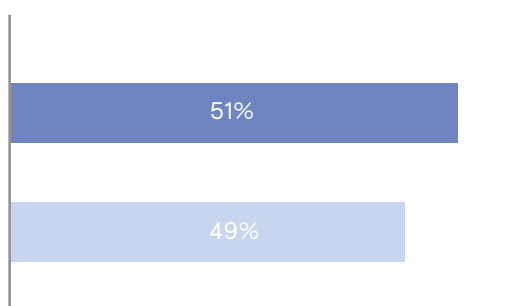


Chart 32: Offer Acceptance Rate by Screening Tool Usage

■ Usage of screening tools ■ Absence of screening tools

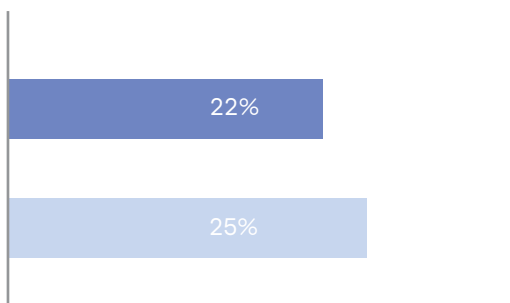


Chart 33: Rehiring Rate vs Screening Tool Usage

■ Usage of screening tools ■ Absence of screening tools

SCREENING ASSESSMENTS – TECH

Twenty-one (21%) of the participating organizations didn't use any tools or assessments during the screening process to test for the required tech skills and relied simply on interviews to take the process forward. However, 29% of them used a combination of MCQs and coding simulators to assess candidates on their knowledge as well as hands-on skills.

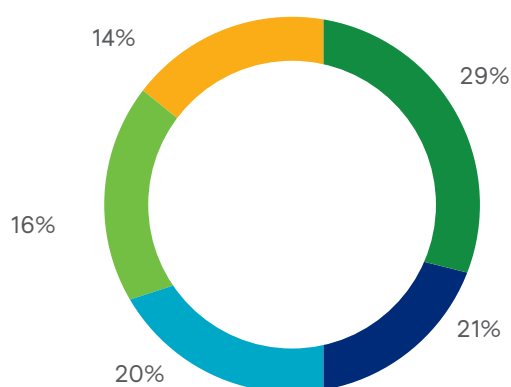


Chart 34: Types of Screening Tool Used

- A combination of MCQs and coding simulators
- None of the above, only interviews
- Online technical assessments containing MCQs to test knowledge
- Paper based or white board technical assessments to test thought process
- Online coding simulators to test real-time coding proficiency

A combination of MCQs and coding simulators

Online technical assessments containing MCQs to test knowledge

Paper based or white board technical assessments to test thought process

Online coding simulators to test real-time coding proficiency

None of the above, only interviews

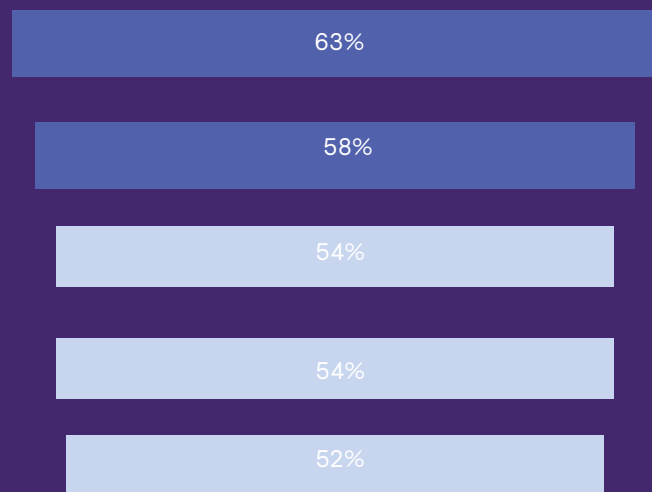


Chart 35: Success Rate by Specific Screening Tool Usage

Businesses that use a combination of MCQs and coding simulators to effectively assess the knowledge as well as the skillset of a tech candidate enjoy a 63% success rate while the use of only interviews resulted in a 52% success rate which is reportedly the lowest.

With 21% of organizations still preferring to interview tech candidates traditionally, behavioral assessments or psychometric tests are increasingly becoming a common practice in the tech recruitment process.

87% of respondents assess a tech candidate on behavior and aptitude to gain a more in-depth insight into the working style, cultural fitment, coping mechanism, and communication style of a candidate, thereby improving the success and offer acceptance rate and decreasing the rehiring rate.

SCREENING ASSESSMENTS - BEHAVIORAL



“Not all tech hires have the same skillset, on top of that it’s about fitting in the work atmosphere and making sure they will work together with the rest of the team.”

– KEVIN TASH
CEO, Tack Media

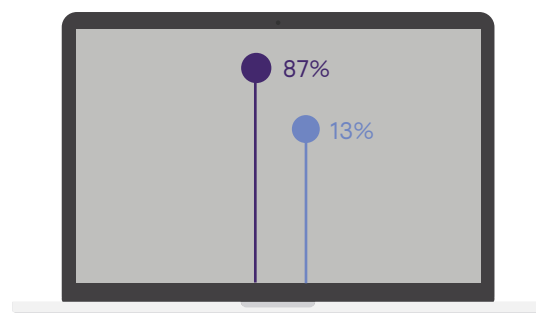


Chart 36: Usage of Behavioral Assessments for Screening



Behavioral or psychometric assessments help tech recruiters make successful hiring decisions through an objective overview of a candidate's personality. Due to the volatile nature of work in this age of rapid digital transformation, psychometric assessments provide a safety valve for a candidate's suitability.

“

Besides technical skills and experience, we always try to determine if a candidate is a good fit for the position from the psychological perspective and if a person's goals and expectation correspond to what we can offer. This helps to mitigate multiple risks, including a high employee turnover rate.”

– ULADZIMIR STSIAPURA
HR Director, ScienceSoft

Many organizations undermine the importance of behavioral fitment in a tech role. Digital transformation has made collaboration between teams extremely easy; no department works in silos in an organization in this day and age. While technical assessments ensure that you hire someone who can adequately perform the task at hand, finding the right fit for your company's culture is the need of the digital world. Finding the right fit and personality impacts all three important parameters that define the success rate of a company's recruitment process.

59%

Organizations that use behavioral assessments enjoy a 59% success rate.

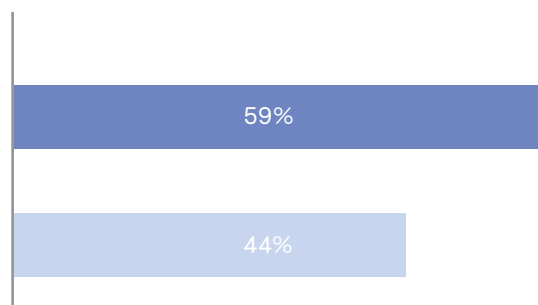


Chart 37: Success Rate of Behavioral Assessments Usage

■ Behavioral assessments not used during screening ■ Behavioral assessments used during screening

52%

The usage of behavioral assessments results in 52% offer acceptance rate.

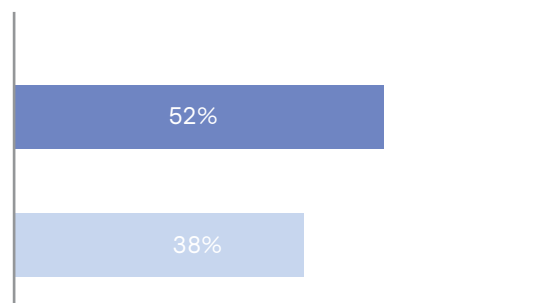


Chart 38: Offer Acceptance Rate by Behavioral Tool Usage

■ Behavioral assessments not used during screening ■ Behavioral assessments used during screening

35%

Organizations that don't assess their tech candidates on aspects of their personality are often burdened with a 35% rehiring rate.

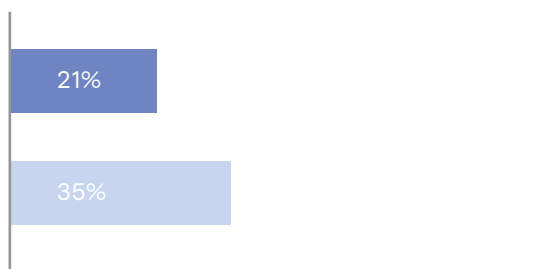


Chart 39: Behavioral Tool Usage & Rehiring Rate

- Behavioral assessments not used during screening
- Behavioral assessments used during screening

Organizations often put a lot of emphasis on assessing tech skills, but behavioral assessments can tremendously contribute to the success of hiring the right tech talent. Eventually, every organization wishes for its employees to thrive in their workplace, believe in the vision of the organization, and be happy with their work and team. Behavioral assessments lead you to the candidate who fits best in the role, the team, as well as in the larger organization.

3.4 SELECTION

The last round before putting an offer on the table for the qualified tech candidate often involves one-on-one interaction with the candidate.

INTERVIEW TECHNOLOGY

While the concept of remote working, especially in high-tech companies, is gaining acceptance, most employers still prefer to hold in-person interviews rather than virtual video interviews.

58%

of organizations prefer to conduct face-to-face interviews

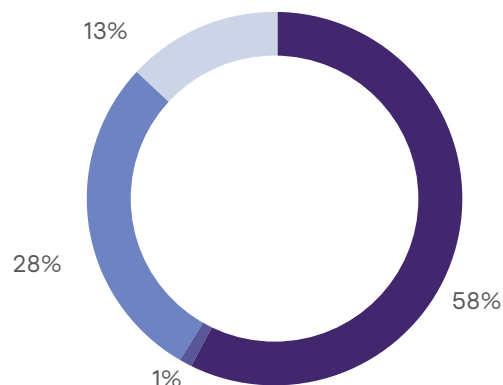


Chart 40: Interview Tool Usage

- None, only face-to-face interviews
- Virtual video interviews
- Virtual video interviews with live code evaluation ability
- Recorded video interviews with behavioral analysis

However, high-tech companies are fast moving towards virtual video interviews that contribute to 45% of overall interviews conducted due to a widespread acceptance of the gig economy and steady globalization of teams.

Virtual video interviews promote real-time collaboration for all parties involved and solve for time and location constraints, along with being cost-effective. Digital transformation requires organizations to scale up quickly, yet face-to-face interviews are not the most scalable model in this global world. Virtual video interviews allow high-tech organizations to hire the best of tech talent, sitting in any corner of the world, and leverage technology to achieve a global presence.

Utilizing virtual video interviews gives high-tech companies the opportunity to showcase their agility and foresightedness to use contemporary solutions for tech hiring to potential candidates. This ensures that candidates can find the best-suited job opportunity through an easy and convenient process.

Further, 17% of high-tech companies are using virtual video interviews with live code evaluation ability, while low-tech companies are almost unaware of this practice.

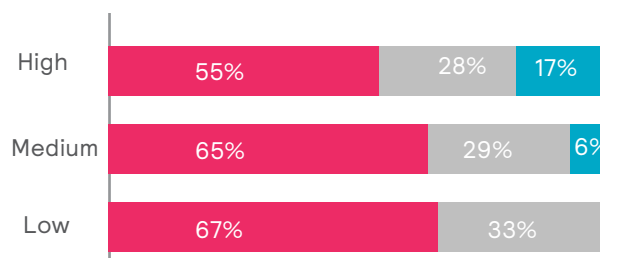


Chart 41: Interview Tool Usage by Core Product

High- Tech is at the core of my company's product or service

Medium- Core product is highly influenced by the tech team

Low- Tech teams only acts as a support for the success of the company's product

- None, only face-to-face interviews
- Virtual video interviews
- Virtual video interviews with live code evaluation ability

NUMBER OF PEOPLE INTERVIEWED/POSITION

Interviewing a tech candidate requires the bandwidth of multiple stakeholders, right from the recruiter to the hiring manager.

On average, organizations interviewed 11 candidates to fill one tech position.



“We have a ton of candidates that we look at throughout the process, but eventually, we have 18 in-person interviews. We know that it's a tough market..., so we want to cast a wide web of different talent out there to see who fits best with our company culture.”

- OLA WLODARCZYK
HR Specialist, Zety

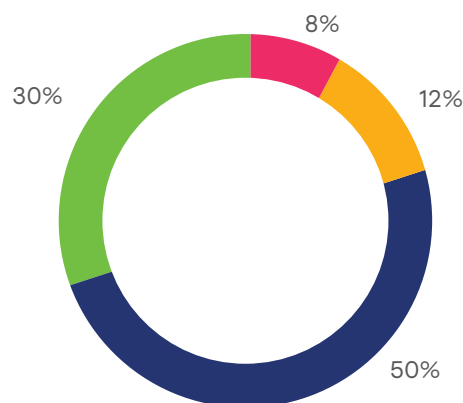


Chart 41: No. of Candidates Interviewed/ Position

- More than 20
- Upto 10
- Upto 20
- Upto 5

SELECTION BEST PRACTICES

The entry of millennials and the digital transformation is changing the landscape of tech recruitment. Video interviews are redefining the future of tech hiring with their live code evaluation ability and behavioral analysis. Video interviews could be one-way interviews, which are prerecorded to be sent to the employer, or two-way interviews, which are a live conversation between the candidate and employer through a webcam. Video interviews are location and time-agnostic (in case of one-way interviews), thus ensuring the convenience of the candidate as well as the recruiter.

59%

Video interviews report a higher success rate of 59%

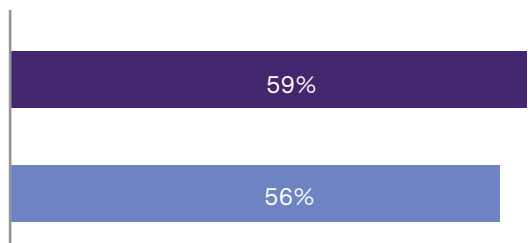


Chart 42: Success Rate by Overall Interview Tool Usage

■ Virtual video interviews used ■ Only face-to-face interviews used

Not only do video interviews save cost for the organization as well as the candidate, but they also ease the work of the recruiter for not having to find a mutually acceptable time for both the candidate as well as the hiring manager.

Video interviews with live code abilities and artificial intelligence to analyze facial expressions of candidates are the answer to long hiring processes. They remove geographical constraints and ensure you hire the best candidate suited to the position.

“

“Because we live in an expensive area (NYC), I have taken to broadening our prospects by becoming open to remote candidates. Most recently, we brought on a remote-based developer who has been a fantastic addition to the team.”

– **REUBEN YONATAN**
Founder and CEO of
GetVOIP

50%

Video interviews ensure an offer acceptance rate higher than 50%.

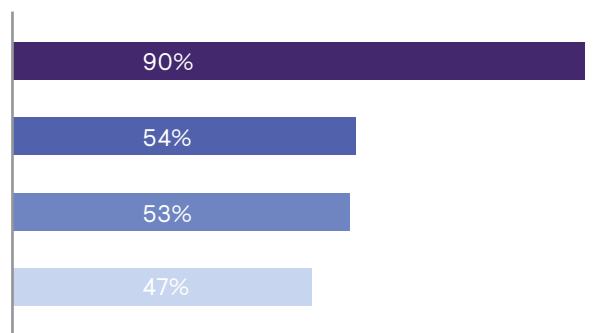


Chart 43: Offer Acceptance Rate by Interview Tool Usage

■ Recorded video interviews with behavioral analysis ■ Virtual video interviews with live code evaluation ability

■ Virtual video interviews ■ None, only face-to-face interviews



04 CHALLENGES IN TECH ADOPTION

CHALLENGES IN TECH ADOPTION

Technology continues to impact all business verticals. It has a range of offerings to make the tech recruitment process more manageable and efficient. However, technology adoption is a slow process and there are various roadblocks on the way.

The biggest roadblock in the transition from a traditional outlook to a technology and data-driven process is the lack of knowledge and awareness. Smaller organizations are struggling for budgets, while bigger ones are stuck in a vicious cycle of multiple approvals.

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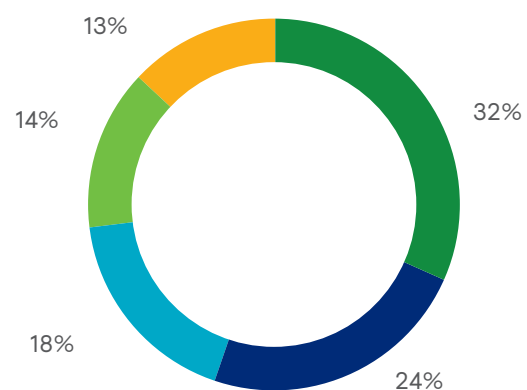


Chart 44: Challenges in Technology Adoption

- Lack of Knowledge
- Lack of Budget
- Lack of trust on the effectiveness of tools
- Long hierarchical cycles for approvals
- Difficulty/ disinterest in changing/ adoption of new processes



LACK OF KNOWLEDGE

32%

of organizations lacked knowledge about various technologies and tools available in the market to streamline the tech recruitment process and achieve a better ROI.

“

“Other than our ATS, we don’t use any AI-based technology. We’re a smaller agency, and we like having eyes on all resumes we receive to ensure we’re not ignoring good resumes, as keyworded software often does. We’ve seen way too many good, qualified candidates be disqualified just on software - it’s not worth it.”

- **MICHAEL SUNDERLAND**
Managing Director at
Full Stack Talent

LACK OF BUDGET

For most startups and small organizations (less than 100 employees), lack of budgets is one of the main challenges that come in the way of technology adoption after lack of knowledge.

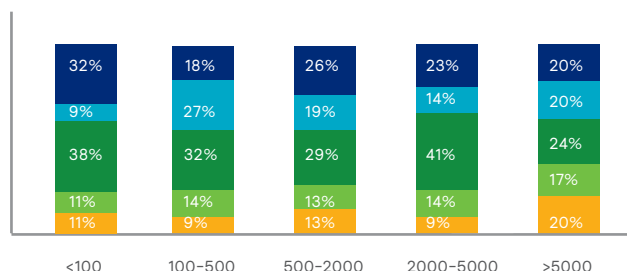


Chart 45: Challenges in Technology Adoption by Company Size

- Difficulty/ disinterest in changing/ adoption of new processes
- Long hierarchical cycles for approvals
- Lack of Knowledge
- Lack of trust on the effectiveness of tools
- Lack of Budget

LACK OF TRUST ON THE EFFECTIVENESS OF TOOLS

HR has traditionally been about human relationships and have not been actively involved in the adoption of technology. With the sudden influx of hiring management tools and technologies, not only are HRs feeling clueless and overwhelmed, but they are also extremely skeptical about its performance and effectiveness.

LONG HIERARCHICAL CYCLES FOR APPROVALS

The bigger an organization is, the more rules they need to comply with. The introduction of new technology in an organization with long

hierarchical cycles can take an excruciatingly long time to get approved, and in most cases get sidelined due to other priorities.

Big conglomerates say 17% of their challenge, when it comes to technology adoption, is getting approvals.

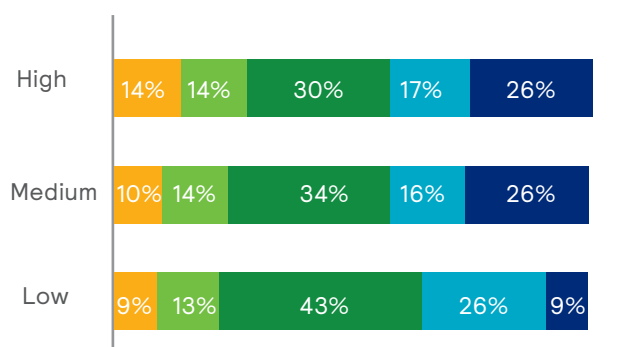


Chart 46: Challenges in Technology Adoption by Core Product

High- Tech is at the core of my company's product or service

Medium- Core product is highly influenced by the tech team

Low- Tech teams only acts as a support for the success of the company's product

- Difficulty/ disinterest in changing/ adoption of new processes
- Long hierarchical cycles for approvals
- Lack of Knowledge
- Lack of trust on the effectiveness of tools
- Lack of Budget

DIFFICULTY/ DISINTEREST IN CHANGING/ ADOPTING NEW PROCESSES

Many organizations are so used to practicing a set method of tech recruitment that change is difficult to induce.

“

People are naturally reluctant to change from traditional HR practices. However, new technologies on the factory floor will not be adopted if we don't have the people who can rapidly adapt to new tools.”

- SARAH BOISVERT
Founder, Fab Lab Hub





A person with dark hair, wearing a green shirt, is seated at a dark table in a modern office. They are looking out a large window that shows a blurred view of a city and greenery. The lighting is bright and natural, coming from the window. The overall atmosphere is professional and contemporary.

“

Trust and fear - We all know that hiring the wrong person can delay huge projects or even kill a small business. Trusting a technology instead of a human is a tall order for many hiring managers. The second issue is fear. For many hiring managers or HR team members, recruiting technology can be seen as a threat to their value proposition within the firm.”

- **ANDREW BELLAY**

Innovation Strategist,
MetaNeer labs, Inc



05

OVERALL BEST PRACTICES



OVERALL BEST PRACTICES

The battle for top tech talent is driving the tech recruitment landscape today towards adopting contemporary technologies. Organizations are putting their innovation gear in action to source the best quality tech candidates. While some companies are trying to devise interactive ways to engage tech candidates in the recruitment process through exciting coding problems and interview questions, another league of organizations is completely revamping the recruitment experience to facilitate hackathons, virtual games, chatbots, and other interesting technologies.

Here are some tried and tested ways to help you adopt the best practices in technology, to make your processes more agile, intelligent, and productive, across all the stages of tech recruitment:

“

“We are always looking for the latest trends and automation that will help us perfect the transaction costs associated with recruiting. So, we are always improving”

– OLA WLODARCZYK
HR Specialist, Zety

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COMPETENCY FRAMEWORK BASED RECRUITMENT

A competency framework should be like a blueprint on which you build on your recruitment plan or a map that helps you reach your destination, that is a successful hire.

Competencies are the sum of all that your organization holds close and dear, be it skill, knowledge, experience, education, personality traits, fitment, and/or other driving factors. They contribute to a successful hire by predicting a candidate's performance within the organization based on the desired traits.

Competency-based recruitment enables businesses to align their goals and visions at one place and create a culture of success. An outline of expectations regarding a candidate's performance and behavior, competency frameworks make it easy to check boxes during the recruitment process, thereby maximizing the efficiency of each stage of recruitment.

Competency frameworks can also provide a

comprehensive overview of the future skills that the organization lacks to drive the business towards success. This accurate identification of skill gaps can help tech recruiters make the right hiring decisions to make the organization future ready. Thus, making the use of competency frameworks even more critical in a tech-driven company for faster adoption of upcoming technologies. The competency framework then becomes a reservoir of current skills while simultaneously laying out a map that helps organizations navigate towards future needs.

HACKATHONS FOR SOURCING

A great way to make inroads into the tech community, build a brand name, and use it as a hiring tool, especially for campus hiring, hackathons are the new fad in tech recruitment. Based on ideas of innovation, problem-solving, and prototyping, Hackathons create a business simulation to test candidates on real skills.

With easy hackathon platforms available in the market, many SMEs are using hackathons for their

campus hiring. An excellent way for companies to introduce themselves and for participants to showcase their skillset, hackathons are the single most effective way to source, screen and select candidates.

APPLICATION TRACKING SYSTEMS FOR PRE-SCREENING

When used correctly, ATS and their evolved versions can be a great help to recruiters who tackle volumes of resumes daily. Usually, ATS are multi-purpose and can be used for resume parsing, keyword search, demographic filters, automated emails, and resume storage for later use.

ATS help streamline information in the available resumes and perform a search by keyword (job position, skill, etc.) and/or by various filters (location, educational qualification, years of experience, application date/source, etc.). ATS can also perform the same search through social media sites and job portals. Most ATS have an in-built feature of automated emails to inform the candidates if they have been shortlisted or rejected. ATS also serve as a reserve for resumes to be contacted later when a suitable position opens.

SKILL & PERSONALITY ASSESSMENT FOR SCREENING

Widely practiced in one way or the other, coding assessments and different niche skill-based assessments along with knowledge testing questions and simulated work environments allow organizations to test the length and breadth of a tech candidate's caliber. Performed on paper, through a white-board session, on a video interview with code pairing ability, or through an online test, tech assessments help you base your hiring decisions on skill proficiency of the candidate and prove to be the best way to screen tech talent.

With the uncertainty of the future of work, numerous companies are also assessing the

fitment of tech candidates using psychometric or other behavioral and cognitive assessments. These assessments save time and money by eliminating the unqualified candidates early on if they don't fit in with the company's culture or broader values.

One of the easiest practices to follow, assessments provide scientific screening based on skill and knowledge required to perform the job at hand.

VIRTUAL VIDEO INTERVIEWS FOR SELECTION

As discussed earlier, video interviews are a great time and cost saver when interviewing multiple tech candidates. It allows organizations to consider a bigger pool of candidates without geographical constraints, and as a last step fly in the qualified candidates for a face-to-face interview. Video interview technologies with live code and behavioral analysis ability are a great way to have a one-stop shop interview process which includes skill testing and personality assessment in the same package.

The last decade has witnessed a rapid transformation of the tech hiring process, and this transformation is only just beginning. More and more companies are leveraging technology to make better hiring decisions. The change is here, and it is inevitable. It is the right time to make your hiring process efficacious. Ultimately, these emerging new technologies will continue to benefit all the stakeholders involved in the hiring process.



HOW MERCER | METTL CAN HELP?

Mercer Mettl's solutions are based on the current and future needs of organizations, measured through a lens of innovation. Our holistic view, specialized expertise, and deep analytical rigor are behind every solution we offer. All our solutions are created after years of research and proven results.



**Mercer | Mettl
Offering**



**Tool
Description**



**Best suited
for**



**Tech
Competency
Framework**

We help you create a tech competency framework tailored to your requirements, with an in-depth analysis of employee characteristics, job factors, and other external conditions for a structured hiring process.

Overall
efficiency of
recruitment



Hackathons

Our end-to-end hackathon management platform allows you to take complete control over the event with the ease of scheduling multiple events and coordinating with multiple stakeholders with just a few clicks.

Sourcing –
Brand building,
Community
engagement,
Campus hiring



**Technical
Assessments-
MCQs &
Simulators**

Our large library of tests and auto-graded simulators give you the freedom to create your own tests and challenges to evaluate the true technical skills of the shortlisted candidate.

Screening



**Psychometric
Assessments-
Behavioral,
Cognitive, &
Leadership**

Leverage our vast library of psychometric assessments for a better evaluation of a tech candidate to secure the best fit for the role.

Screening



Interview Platform

Our intelligent interview platform with collaborative tools and behavioral analysis allows you to create a panel of interviewers, define grading framework & schedule interviews easily.

Screening and interviewing remote candidates

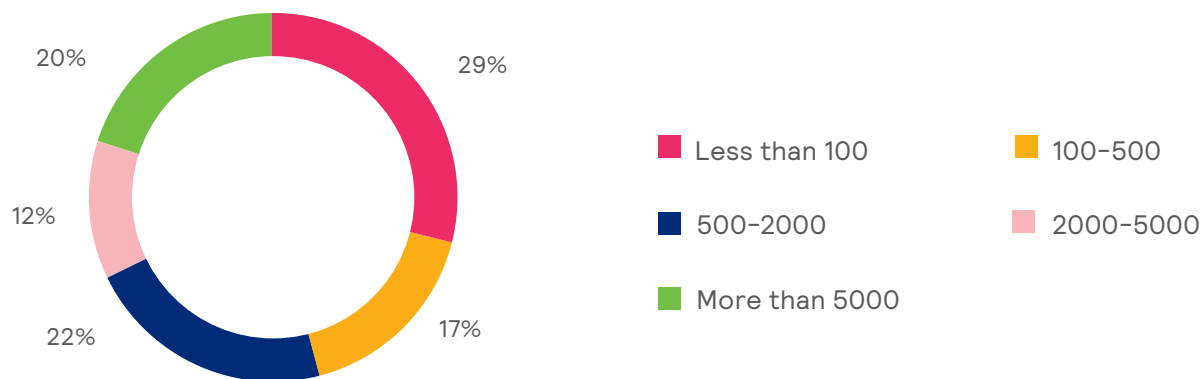


HireTrack

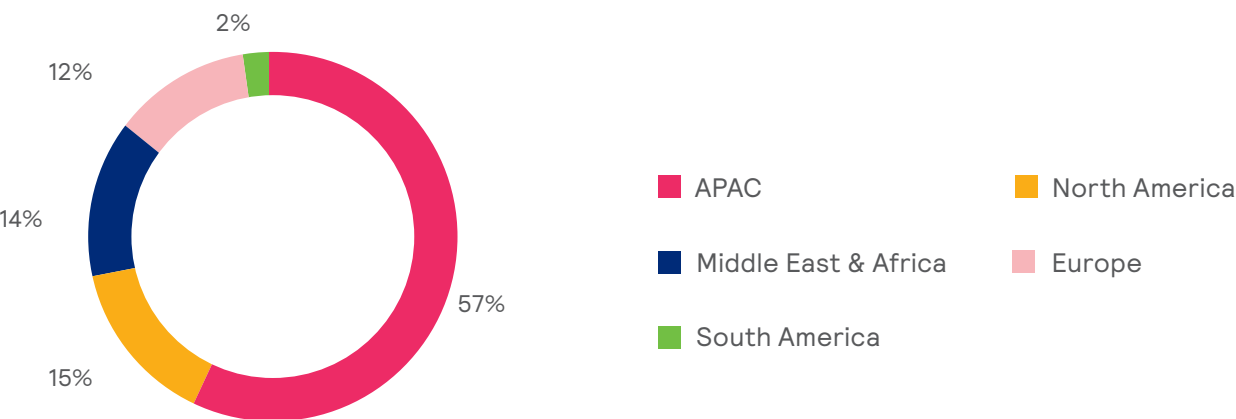
An easy to use, customizable and analytics driven software that allows you to source, screen, assess, and select candidates in one single platform for intelligent and efficient hiring.

One stop-shop for recruitment

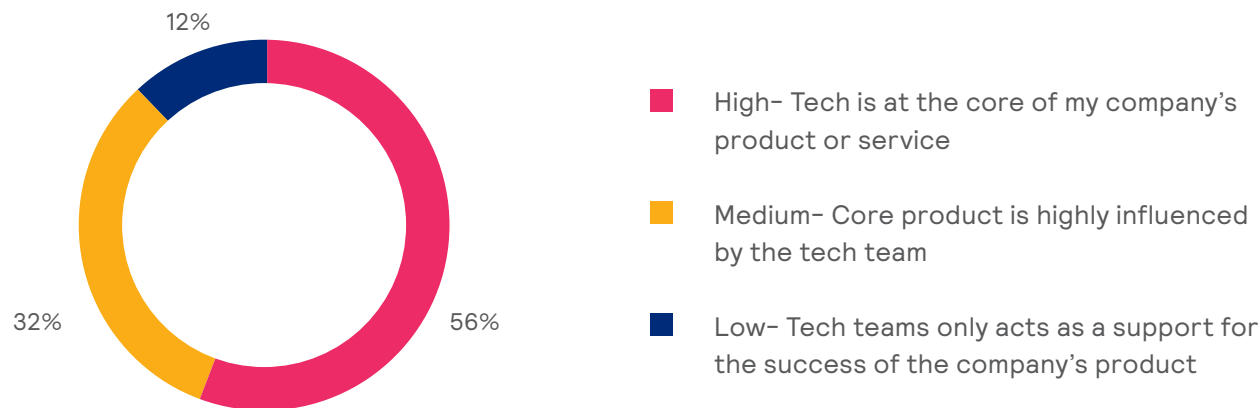
SURVEY RESPONDENT DETAILS



Respondent's Organisation Workforce Size



Respondent's Organisational Headquarter Location



Respondent's Organisation Type

THINK TANK

The following Mercer Mettl professionals contributed their experience and knowledge to produce this report.

Siddhartha Gupta

CEO

siddhartha.gupta@mettl.com

Shakun Bansal

Head, Marketing

shakun.bansal@mettl.com

Romila Kanchan

Assistant Manager

romila.kanchan@mettl.com

Bhuvi Kathpalia

Assistant Manager

bhuvi.kathpalia@mettl.com

Keser Kapur

Graphic Designer

keser.kapur@mettl.com

Monika Suryan

UI Designer

keser.kapur@mettl.com



ABOUT US

At Mercer | Mettl our mission is to enable organizations to build winning teams by making credible people decisions across two key areas: Acquisition and Development. Since our inception in 2010, we have partnered with 2000+ corporates, 31 sector skill councils/ government departments, and 15+ educational institutions across 80+ countries.

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INDIA OFFICE

+91-9555114444

Plot85, Sector 44, Gurgaon,
Haryana, India - 122003

US OFFICE

+1-650-614-1816

Mettl Technologies Inc. 113
Barksdale Professional Center,
Newark, Delaware 19711, USA

OTHER OFFICES

Australia: +61390699664

Indonesia: +6285574678938

Singapore: +6531386714

South Africa: +27875517192

UAE: +9718000320460

UK: +441422400843



contact@mettl.com

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