EVERYTHING YOU EVER WANTED
to Know About
ARTIFICAL INTELLIGENCE

REDBRANCHmedia

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WHAT IS AI?

"There is no single definition of AI that is universally accepted by practitioners. Some define AI loosely as a computerized system that exhibits behavior that is commonly thought of as requiring intelligence. Others define AI as a system capable of rationally solving complex problems or taking appropriate actions to achieve its goals in whatever real world circumstances it encounters."

- The Whitehouse's Preparing for the Future of Artificial Intelligence 2016 report

LET'S TALK ABOUT AI

by Maren Hogan

I've found myself struggling with the concept of AI lately. I have several clients who are working with the concepts of Artificial Intelligence, which means I am talking about it, and writing about it and having to relate these core concepts to more than just my encyclopedic knowledge of Terminator 2.
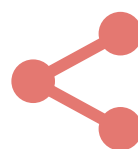
It's generally admitted that AI is this year's Big Data, meaning a large concept that we'd all like to understand but few rarely do. So, without setting myself up as an expert, just someone who's been grappling with concepts far above my pay grade, I'd love to dismantle some of the myths and legends that surround using artificial intelligence for recruiting and hiring.

MYTH #1:
AI AND AUTOMATION ARE SAMESIES

I suffered under the delusion that AI was the same as automation for awhile. Why? Because no one corrected me and like anyone else, I tend to be taken in by what vendors say. But no more!

Automation is wonderful and most of us use it in recruitment, hiring, marketing, even sourcing. But it's not the same as AI.

Automation does the same thing over and over in perpetuity.

FOR EXAMPLE
You create a sourcing string to scrape LinkedIn every day at 8:00am. So long as you never turn that off, it will do that forever. If the word "congratulations" is in your string and all the other indicators are ticked, the string won't know (without human intervention) whether that person got a brand new job or just had a baby.

A calendaring software that allows hiring managers to schedule appointments quickly and blocks off selected times on two calendar is very convenient, but it's not AI. It's automation. It will block off that time, even if your personal calendar indicates you have kickboxing.

Brian Delle Donne, of Talent Tech Labs and Mitchell Martin, had this to say in a recent article trying to clarify talent acquisition and AI's role therein:

> At a basic level: automating process through computerization, for example creating automation that fires off different work flows are labor saving and even intelligent. Taking it one step further, using algorithms to find correlations and other relationships like making matches or triggering a response is also intelligent.

However, in these examples of using technology to mimic intelligence we are not using Artificial Intelligence, but instead, building intelligence around what are already known systems, known behaviors and generally known outcomes.

Real Artificial Intelligence (yes I realize the term is an oxymoron) learns.

That's it. That's how you tell what AI is and what it is not. Think of how IBM's Watson beat Ken what's his face at Jeopardy.

MYTH #2: THE BOTS WILL TAKE OUR JOBS

As I write this, we are sitting in the aftermath of a contentious election cycle in the United States. For many, a motivating factor in their vote was "bringing back our jobs". It is into this climate, that AI makes its tentative debut for the white collar worker (with some notable blue collar exceptions, like truck drivers). Watson is attractive when he's beating some smug know-it-all on TV, less so when he's taking jobs from the already smarting republic.

But this too is a myth. While true some jobs are gone for good, and more jobs will follow, there are jobs being created too. But perhaps "artificial" is the wrong word for what we're seeing. Chris Cancialosi writes:

> IBM prefers the term 'augmented intelligence' over artificial intelligence. They believe that rather than computers taking over for humans, cognitive technology will serve a critical role in augmenting the humans it supports. This augmented intelligence will create unparalleled opportunities to draw out the full capacity and potential of the human spirit by relieving people of transactional and mundane tasks that take up so much time today.

It's a real fear. From Skynet to well, mostly just Skynet, we're all a little afraid that what we create will rule over us, if we do too good a job. Elon Musk himself is pouring over a billion dollars into an initiative designed to make the research we're doing safe.

Most people, Musk included, believe while AI will make some jobs obsolete (as technology has since time immemorial), it will also create more strategic jobs, more interesting oversight and potentially more exploration of work. CEOs believe around 5% of their current workforce will be replaced by AI; however, this stat doesn't take into account the people who will manage these systems and use the findings they reveal to make changes within the workforce.

An HRTechWeekly article cites Stanford and Deloitte as sources in this predictive paragraph:

Rather than AI leading to a jobless future, the 2016 report from Stanford University's One Hundred Year Study on Artificial Intelligence suggests that AI will be regarded as a 'radically different mechanism for wealth creation' replacing 'tasks rather than jobs' and leading to the creation of new types of jobs.

To give this some context, a reported 60% of existing retail jobs have a 'high chance' of automation by 2036 but a new sector of e-commerce has emerged in response to this change. As predicted by Deloitte, high risk jobs are being replaced by more creative low risk jobs with each new job paying a salary £10,000 higher than the one it replaced, in the process adding £140 billion to the UK economy. This shift is also apparent in the rising demand for specialist tech skills in areas like data analysis across all sectors.

"So the bots will take many of our SUCKY jobs."

Maren Hogan
CEO and Founder of Red Branch Media

MYTH #3: AI, LIKE BIG DATA, IS TOO UNWIELDY FOR RECRUITING

Okay, maybe no one ever said that. But based on the number of articles dumbing down both concepts, it's clear many people think AI (and Big Data, those of you reading this in 2015) are too BIG for our industry.

Wrong. We do need to understand these things and even innovate in their direction. Recruitment and its staid older sister, HR, shouldn't be pulled kicking and screaming into an era where we don't understand the trends and shifts impacting our roles. Here are some companies who are actively leveraging some form of AI in recruitment and talent acquisition:

Mya: A chatbot that guides candidates through the application process, Mya asks about skills and administers assessments, among other things.

Wade & Wendy: Wade and Wendy chats with both recruiter and candidate to find better fit through the application process and promises to "build better relationships".

Textio: A "predictive engine," Textio analyzes job listings and hiring outcomes data to find meaningful language patterns for those writing job descriptions and advertisements.

Karen: Karen combines the chatbot innovations listed above for both recruiter and candidate, with candidate rank to analyze resumes submitted to a job posting and compares them against the job description, company, team personality, and culture fit.

There are companies who are leveraging the advances in AI for YOUR job, today! Not just automation, but true learning. Karen founder Noel Webb, has leveraged IBM's Watson and helped it to learn recruitment. Textio has created a case for more diverse language in recruitment marketing and been used as a bedrock for understand language that attracts and deters applicants around the world.

What are some of your thoughts around using artificial or augmented intelligence in recruiting?

THE REAL EXPLANATION OF HOW AI WORKS

by Noel Webb

As the Information Age shifts to the Age of AI, it leaves many of us futurecasting what's in store, particularly in recruiting and job search. Depending on who you ask, you'll receive differing opinions on what AI truly is and isn't.

According to the Whitehouse's Preparing for the Future of Artificial Intelligence report:

> *"There is no single definition of AI that is universally accepted by practitioners. Some define AI loosely as a computerized system that exhibits behavior that is commonly thought of as requiring intelligence. Others define AI as a system capable of rationally solving complex problems or taking appropriate actions to achieve its goals in whatever real world circumstances it encounters."*

Many new AI-inspired tools are hitting the talent acquisition market in an attempt to solve the significant challenges revolved around sourcing and attracting quality candidates. The hiring process is cumbersome and recruiters can feel overwhelmed with an overabundance of candidate submissions and the communication needed to source, screen and engage them. Therefore, recruiters are forced to speed up the process by investing in tools to automate many of their repetitive tasks. Sending out follow-up emails and scheduling interviews can all be automated, but just because something is being done faster, doesn't mean it's being done right.

Enter: AI. The one thing we can promise you it isn't, is glorified automation. To best understand how AI works, you must acknowledge that experts refer to two variations of AI as either being weak AI or strong AI. There are weaker forms of AI, present in our everyday lives. The big data and algorithms used in financial market analysis and even on your Facebook feed to prioritize content you prefer is merely a slight introduction to AI at its most basic level.

As companies innovate to bring us stronger examples of AI, none have come quite as close as IBM's Watson. Although it's still not considered to fully be known as Strong AI, it does fall into the middle of the AI spectrum. This is because true strong AI is considered to be of the highest level of intelligence, high enough that if it wanted to end our entire human race, it could. Since AI has such a large spectrum, from a Facebook feed prioritizing your content to robots taking over the world and ending our existence, you can image how difficult categorizing AI can truly be. The common denominator is that AI learns from tasks, and does not just automatically do them.

An example is the difference between completing an advanced calculus problem or pouring a glass of milk from the fridge. Weak AI can solve the advanced calculus problem but Strong AI can pour the milk from the fridge. To us humans, it seems like calculus would be associated with Strong AI and something a 5-year old can do would be associated with Weak AI. This is because programming AI and teaching AI to perform mathematics is much easier than the trial and error of identifying a fridge, opening it, identifying a carton or jug of milk, taking it out, unscrewing the lid, getting a glass out, pouring it, putting it back and so on. You get the point!

The most simple human tasks can be the most complicated for AI to tackle, but it's things like understanding ulterior motives or identifying sarcasm that make humans the smartest machines of all, and we're just not there yet with AI. Known as recursive self-improvement, true strong AI has the ability to learn without being taught.

In recruiting, many solutions are entering the market with AI capabilities. Some of these tools have the ability to conduct ongoing conversations with candidates to assess their personality traits, gauge their engagement and interest and determine if they're qualified. These tools then are also to communicate to the recruiter which candidates are the most qualified which helps remove bias from the process, improve time-to-fill rates and reduce the recruiter's workload so they can focus on their highest priorities. Other AI recruitment tools are able to score and rank candidates from submitted information, but the conversation aspect is lost. Only one solution to date provides both the conversational functions and the scoring and ranking functions making it the most developed form of AI recruiting on the market! This tool is known as Karen and is powered by IBM's very own Watson.

IBM's Watson is able to comprehend concepts, text and materials through training via human experts to build what's called a "corpus of knowledge" to gain literacy in the domain. The information is ingested by Watson to build indices and metadata that makes the information more accurate. Think of this as a knowledge graph that represents and leverages key concepts and relationships of the particular domain Watson is trained on. After the information is cultivated, Watson learns how to interpret the information through machine learning techniques in the form of questions and answers. Eventually, Watson is able to provide evidence-backed responses to questions it's been trained on allowing it to enhance human expertise. Watson gets smarter the more you use it, and every user's Watson is different depending on what the human user has taught it through action and processes.

"Artificial Intelligence is all too often associated only with futuristic technologies seen in movies or in the news. Yet what many people don't realize is that technology disruptions have already been influencing our daily lives for more than a decade!... Artificial Intelligence is the theory and development of computer systems that normally require human intelligence. These days A.I. is also buzz word that contains any technology achieving intelligent systems."

- Partner at IBM Ventures, and applied Artificial Intelligence, Christoph Auer-Welsbach

THE MYTHS AND LEGENDS OF AI

by Noel Webb

Artificial intelligence, or AI, is the hot and trending topic everyone's been talking about these days. Industries like healthcare, manufacturing, transportation and customer service are already seeing the benefits of embracing this type of technology and what it can do to make better, more efficient processes. By 2020, 85% of customer interactions will be managed without a human.

As AI starts to touch the industries of recruiting and HR, many experts have a lot to say about it before actively embracing what it can do. But, what is actually true about this type of technology and what is myth? Let's take a look:

1. INTELLIGENCE MEANS CONSCIOUSNESS = MYTH

The main thing AI is known for is intelligence, but due to miscommunication and misunderstanding, many feel that it results in the development of a consciousness. However, this is far from the truth. Roman Yampolskiy, director of the CyberSecurity Lab at the University of Louisville explains it best when he says:

> "Intelligence is the ability to solve problems in any domain. Consciousness is something people claim they have. It has no practical applications, it doesn't do anything. In fact we can't even detect it, so it is not a scientific concept."

However, that also doesn't mean it's impossible. Many are actually working to find the biological factors behind human consciousness to truly be able to understand and harness it. But, for now, even the fastest computer, the K Computer that can calculate 10 quadrillion calculations per second, will never be self-aware or have the conscious mind that humans are capable of. And, the same goes for AI.

2. AI LEARNS THE SAME WAY HUMANS DO = MYTH

Many of the common fears people have with AI stem from their potential ability to take over human jobs because it can function just like a human. This is simply not true. In fact, 80% of executives believe artificial intelligence improves worker performance and creates jobs. AI also learns by a process called machine learning which is completely different than the way humans learn.

According to Guru Banavar, Technology Executive and head of the IBM team responsible for creating Watson, machine learning is showing a system examples and having it extrapolate information from them:

> "We can teach a computer to recognize a car, but we can't ask that same computer, 'How many wheels does that car have?' Or, 'What kind of engine does it have?' Can you ask anything else about what this car is made of or how it is made? None of those things are possible... Those are all far away," Banavar said.

3. AI IS A WALKING AND TALKING ROBOT = MYTH

Many individuals hear the words "artificial intelligence" and think of robots taking over like in a sci-fi movie. Yes, there are surely different types of robots being created in various industries some that are modeled after humans, but artificial intelligence is typically invisible to the user as it's hidden in a computer system and only heard when called upon by voice recognition as 32% of executives say voice recognition is the most-widely used AI technology in their business.

For example, **Karen**, a recruiting assistant, offers candidate chat, ranking and match to bubble up candidates to the human recruiting team. It can further assist by recommending jobs to candidates for which they may be more qualified.
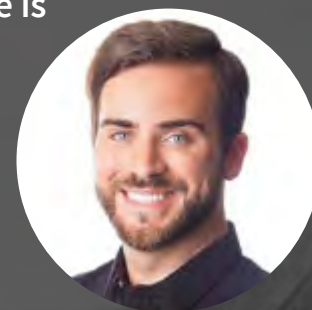
It can be difficult to accept new technology that could potentially change what you do at your job from day-to-day. But, Despite what you've heard about artificial intelligence,it does come with great benefits. Debunking some of these myths about AI is crucial in order to help individuals realize the amazing impact AI can have on their jobs and organizations as a whole. The **International Data Corporation** estimates that the market for machine learning applications will reach $40 billion by 2020, and will generate more than $60 billion worth of productivity improvements for businesses. So, it's time to get knowledgeable and understand the true ins and outs of AI.

"Until AI develops emotional intelligence, I wouldn't worry about it. People are emotional creatures and make emotional decisions. Part of my job as a recruiter is to match a candidate to a manager or a team based on their ability to connect: to laugh together, to intuit what each other are thinking, to work together in sync. Show me an algorithm that can figure that out."
- Chad MacRae is the Founder of Recruiting Social

WHAT'S DRIVING AI? HUMANS, NOT ROBOTS

By Brian Delle Donne

Advancements in AI have been both thrilling and terrifying to watch both in personal life and the world of business. Of course, as with any new and innovative tech, there are bound to be critics. In Talent Acquisition, this is more than an understatement as more and more recruiters fear the implications of their own job stability. The idea that robots could one day do their work has produced an understandable outrage. We're here to put those fears to rest. AI is still very much powered by humans, just like your Talent Acquisition process.

First things first, AI isn't all that artificial… yet.

AUTOMATION, MACHINE LEARNING AND AI

We reported not so long ago that 3 out 4 U.S. Tech industry CEOs believe automation and machine learning are likely to replace at least 5% of their manufacturing, technology, sales, and marketing workforce by 2019.

The problem is that many people misunderstand the difference between those two types of technology and, even more, that they consider them to be true AI. It's something we've spoken about before, but to put it bluntly, automation is not AI and machine learning, though a subset of AI is not able to create intelligence.

There's a misconception that AI means machines are capable of understanding human interactions, emotions and other intellectual tasks as well as, if not better, than actual human beings. This type of artificial intelligence is reliant on a host of technologies including natural language processing and deep learning and often leveraging neural networks. This level of extensive level of AI doesn't fully exist yet. In fact, it's not expected to evolve for quite some time..

THE HUMANS BEHIND AI

Of course, AI isn't a myth or fairy tale. It is real in that there are machines with amazing reasoning capabilities and statistical understanding. As computers and calculators have shown, these technologies are often much better at solving numerical problems and recognizing patterns than most humans, especially with speed as a factor. That doesn't mean the innovative tech isn't without their shortcomings. Many of the automation and AI we deploy for streamlining processes, like those in Talent Acquisition, are actually very reliant on human intervention.

Take, for example, chatbots, automatic replies and removals, content moderation… many of these rely heavily on contract workers. The implications of this work is discussed in an Harvard Business Review article co-authored by Mary L. Gray and Siddharth Suri. They blame a lack of transparency from many tech companies for the reason we often overlook the "ingredients of AI."

In their work, we meet a young woman, Kala in India who spends hours of her week reviewing online content, training algorithms that curate and flagging inappropriate user-generated materials. As Gray and Suri say,

> *"The truth is, AI is as "fully-automated" as the Great and Powerful Oz was in that famous scene from the classic film, where Dorothy and friends realize that the great wizard is simply a man manically pulling levers from behind a curtain. This blend of AI and humans, who follow through when the AI falls short, isn't going away anytime soon."*

THE FUTURE OF AI IN TALENT ACQUISITION

So yes, AI is gaining intelligence, but the artificial part still needs some work. Talent Acquisition will not only need human intervention, it will thrive on it. As we know, communicating with talent requires attention to detail and an immense understanding of social interactions. 83% of professionals say a negative interview experience can change their mind about the role for which they were applying. As the statistic suggests, one wrong correspondence can completely derail a relationship with an interested candidate.

What AI will provide the Talent Acquisition sector is the chance to focus on those very important interactions. Instead of recruiters fearing the effects of low responsivity, AI will provide a bridge between the time it takes for a candidate to submit an application and a recruiter to reach back out. AI will provide hiring managers dialog via chat systems prior to a meeting so that the interview is personal and productive.

It will save sourcers time, allowing them the ability to more easily eliminate candidates that don't fit the position or culture before going through the motions of recruiting. What AI will do is allow Talent Acquisition leaders to redefine their role and specialties, focusing their attention on strategy and making personal connections, while AI takes care of some the time consuming tasks that often stand in the way of both.

It is a little unnerving to see the possibilities this technology is providing consumers, companies and recruiters alike. (See the time the city of San Diego unintentionally tried to deplete Amazon's dollhouse stock via Alexa.) Luckily, just as the rise of online news sources hasn't eliminated television anchors and digital music hasn't stunted new artists, AI will not eliminate the need for passionate Talent Acquisition experts, In the best case, it will make those who learn how to take advantage of this emerging technology even better in delivering the most essential human elements of recruiting.

WHAT AI
WILL BRING
IN THE FUTURE

AI AND THE FUTURE: HOW BUSINESS, GOVERNMENT AND HR SEE IT DIFFERENTLY

by Maren Hogan

If you haven't already heard, AI is the hot topic of the year with recruiters, vendors and talking heads (yours truly) alike. It was even the topic of this year's SourceCon! Artificial Intelligence has gone from oooh la la, to OMG in a matter of months. In fact, the last time I wrote for HRExaminer, I pulled together some of the latest thinking around AI and tried to clarify some parameters around what the brightest minds were positing around what it was, where it was going and why so many of us were getting it wrong.

Today I want to do something else. I want to record the reactions of the business world in general, the government or bureaucratic response and contrast that with what we see in the world of recruiting and HR.

WE HAVE NOTHING TO FEAR BUT FEAR ITSELF, AND SPAGHETTI SQUASH ICE CREAM

This is the view of some of our most prolific investors, inventors and business people. Think Elon Musk, Ray Kurzweil and Mark Cuban. These folks are widely advocating not just for the rise of AI and the business community's investment in it, but for even more weaving of artificial intelligence into our day to day lives. The Tesla and SpaceX CEO said on Monday that humans need to merge with machines to remain relevant.

"Over time I think we will probably see a closer merger of biological intelligence and digital intelligence," Musk told an audience at the World Government Summit in Dubai.

"It's mostly about the bandwidth, the speed of the connection between your brain and the digital version of yourself, particularly output."

Musk explained what he meant by saying that computers can communicate at "a trillion bits per second", while humans, whose main communication method is typing with their fingers via a mobile device, can do about 10 bits per second.

"Some high bandwidth interface to the brain will be something that helps achieve a symbiosis between human and machine intelligence and maybe solves the control problem and the usefulness problem," Musk explained.

As Musk goes on to admit, in an age when AI threatens to become widespread, humans would be useless. WOW. That's scary when your drunk uncle proclaims it at a barbecue, it's even more frightening when one of the world's smartest humans is proclaiming (and investing in) it.

Fear is baked into this equation. And not to put myself on too high a pedestal (human wise) but there are lots of things keeping humans from becoming irrelevant. Have you heard the recipes this AI recipe bot is pulling together? They are asinine!

No, while Musk is smarter, and richer and has a better car than I do, I seem to have an idea of something he does not. Even as humans are marrying robots in some parts of the world, there is a unique piece of humanity that artificial intelligence (by its very name) cannot replicate. Humanity YO!

I CANNOT EVEN WITH THESE FOOLS

While the coverage of how Musk feels about AI is vague and schizophrenic at best (Does he think it's a scourge like he intimated to Maureen Dowd? Does he think it's the future and want all our brains to get linked TM?) it's the government we should be really worried about. It's the bureaucrats who are counting who's employed, predicting where the workforce at large is going to go, listening to lobbyists for cash-rich and sense-poor industries (coal, cough, coal) who seem the most clueless about AI. In fact, recently Treasury Secretary Steve Mnuchin was quoted on AI supplanting human jobs:

> *"it's not even on our radar screen…. 50-100 more years" away. "I'm not worried at all" about robots displacing humans in the near future, he said, adding: "In fact I'm optimistic."*

I wouldn't read the whole Axios article unless you really want to stress about life.

THE BUSINESS WORLD SEES AUTOMATION…AND DOLLAR SIGNS

You guys, regardless of whether or not we all become cyborgs, there's a lot of money to be made in the rise of AI. Every industry from legal to finance is getting in on the AI action. HR is not alone in its realization that there is more to AI than just chatbots and predictive analytics. In fact, many business leaders (who might indistinguishable from the list above) are touting AI as the smartest thing (no pun intended) to enter the business world in some time.

The International Data Corporation estimates the **market for machine learning applications** will reach $40 billion by 2020, and will generate more than $60 billion worth of productivity improvements for businesses. Facebook uses it for targeted advertising, photo tagging, and curated news feeds. Microsoft and Apple use artificial intelligence to power Cortana and Siri, respectively. Searching on Google has always been dependent on AI. Apps that have become an omnipresent part of our lives, like Uber, Netflix and Spotify, all use some form of AI. In fact, some industries have been using AI for over one HUNDRED years.
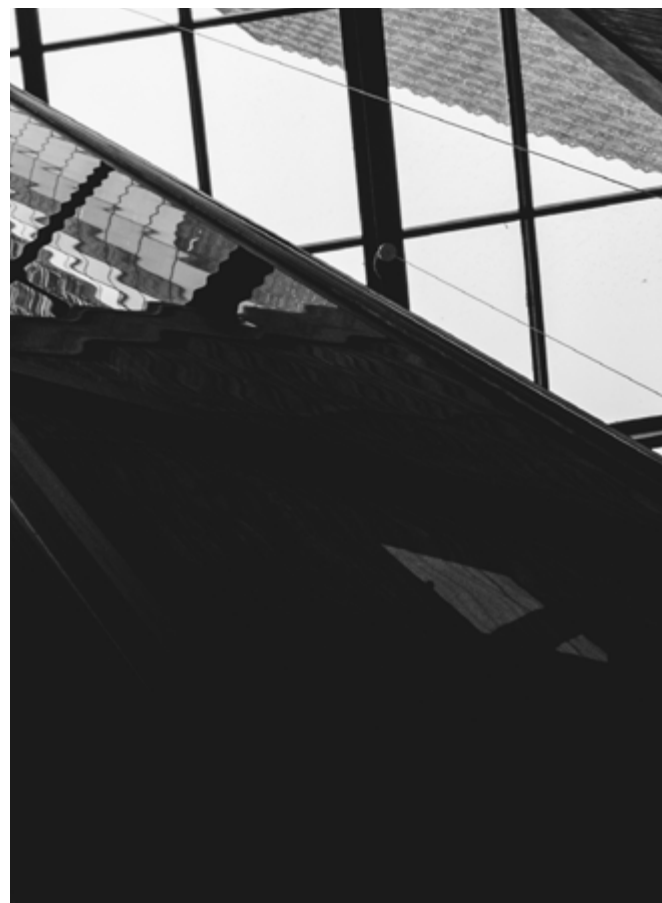
AI autopilots in commercial airlines is a surprisingly early use of AI technology that dates as far back as 1914, depending on how loosely you define autopilot. The New York Times reports that the average flight of a Boeing plane involves only seven minutes of human-steered flight, which is typically reserved only for takeoff and landing.

In the future, **AI will shorten your commute** even further via self-driving cars that result in up to 90% fewer accidents, more efficient ride sharing to reduce the number of cars on the road by up to 75%, and smart traffic lights that reduce wait times by 40% and overall travel time by 26% in a pilot study.

In other industries, like legal research, we see new bots with human sounding names, popping up to assist the workforce with cross-referencing, NLP and machine learning. One such system, or robot, or whatever the heck, was referenced at SourceCon. ROSS, is an always-learning bot that allows law firms to automate much of their research. Not only that, but many of the testimonials (and the video on the site) insist that it continues to learn and finds connections that only the protagonist in a John Grisham novel would stumble upon heretofore. You know what else all the testimonials talk about? Lowering costs, speeding efficiency and reducing headcount.

Basically, any business with a large amount of data to sift through is going to benefit from AI, not just to sift through it in place of humans but to see, learn and seek out future connections between all those data points. In fact, everything from health services to life insurance is getting in on the AI game.

WE'RE LATE TO THE PARTY AGAIN...BUT TWICE AS SMUG

That brings us back to AI in Talent Acquisition and Management. While I haven't gone to that many legal, banking, transportation or marketing conferences lately, I can tell you that I bet my BOTTOM dollar there is far less talk of AI taking anyone's job in those circles. Why? Because the value of the human to argue a case, walk a new homeowner through a mortgage loan, land a place and sell to another human are taken for granted. We know you need a human to do any one of these jobs. Why the fear then, when it comes to recruiting?

1.

If you have an opinion about AI you are wrong and should never have said any such thing.
Sorry ya'll, we're our own worst enemies here. As people begin to process through what AI means for their companies, their internal processes, their employees and their VERY LIVELIHOODS...maybe let them explore instead of pouncing on the first white paper, blog post or question you see.

2.

Someone has got to be first. In HRTech, we have "me too" syndrome. It happens in everything from the color of the booths at SHRM (purple's next) to the feature list of the latest tools and systems. Yes, today there are a lot of chatbots/matching tools. Are they a perfect representation of the totality of what AI can bring to the table? Nerp. But they are a start, so back off and let the market sort itself out. And just because most of the tools have a Sweet Valley Twins lookalike platform tour doesn't mean there's not something out there that will knock your socks off.

3.

We're scared. Matt Charney was riffing on AI awhile back and he pointed out that it wasn't all that different from Boolean (he was referring to a direct answer being provided to a direct question as his basis for similarity, I am riffing off his rif). My take is that it isn't all that different from any of the 1 billion tools that have come along in the last 20 years that was going to "kill recruiting". They didn't. This won't. But for some reason, recruiting has this inferiority complex that spooks us all every time a new buzzword is born. So instead of looking for insightful ways this can help, we freak out. But Steve Levy has wisdom here:

Open source, open stack, and APIs too often mask the fact that there are human beings on the other side of the application. Artificial intelligence, machine learning, intelligence systems, and automation so good that they'll replace human beings, are not by themselves the seeds of success but are foods that when consumed unchecked further the divide between people and technology. The carrot that is held in front of us, that will have more time to do the things we love, isn't necessarily reality. Just like the addictiveness of drugs, alcohol, and cigarettes, technology draw us in and not let go. Ask me how often I'm hiking on a lonesome trail only to come across people glued to their smartphones.

More data does not mean necessarily translate into better decisions when the human brain is conditioned to trust the technology rather than the brain.

4.

Bias is everywhere. One of the least true marketing phrases around AI is that it will eliminate bias. But that's a big fat lie. We program the bots, the bots do what we say. If we program in unconscious bias (meaning we refuse to be aware of systemic racism, sexism et al), then AI will act as nothing but a multiplier resulting in an Idiocracy like trust in a system we created that RUNS us. While everyone from Ultimate Software to Textio are using NLP to try to avoid this scenario, it's worth acknowledging we're doing so in one of the most contentious environments of my lifetime.

So what's next? I wish I knew. Most of us are loudly proclaiming our small bits of knowledge based on the system we've used, a presentation we heard, our hopes for the future and whoever or whatever is powering our paycheck. Here is what I predict:

WE'LL ALL JUST SETTLE DOWN.
We can't figure out what works for the space if we don't allow people to wonder. So save your judgement for your coworker that chews with his mouth open and not your colleague who is working through what AI looks like for her.

WELCOME TO THE FUTURE

THE MARKET WILL RELAXI-TAXI.
Right now there are at least five copycat AI products on the market and that doesn't count those powered or affiliated with big guns like IBM's Watson. Lately, larger, end-to-end systems are starting to build AI into their platforms. Is it perfect? No. Is it a start? Yes. Eventually, we'll see the little guys purchased by mid-market or larger systems, likely the ATS with which they've partnered in the past.

THE FALL OF THE JERKS.
One of the thing that brings my heart joy is the amazing people in this industry. Just like one of the things that makes me mad as heck are the jerks in this industry. Some people legitimately shouldn't work with people. For that guy (his name is probably Brayden), he should be scared. Because soon his job will be automated and he'll be forced to use his personality to sell, cajole, convince and convert. Sorry Brayden.

AI ACCELERATES HUMAN INNOVATION: ROBOTS AREN'T REPLACEMENTS

By Brian Delle Donne

Three out of every four U.S. tech industry CEOs believe automation and machine learning are likely to replace at least 5% of their manufacturing, technology, sales, and marketing workforce by 2019. With so much innovation expected in less than 2 years, we have a great deal to learn about automation and how it affects the workforce. The KPMG study that reported these findings also mentions over half of the executives expect their organization's headcount to grow by at least 6%.

Most would read those two statistics and see a contradiction of sorts. What's revealing is robots aren't "taking our jobs," but may in fact be taking the parts of our jobs that can be automated, making room for the tasks that need a human's touch to move forward. Take for example the following situations familiar to many organizations and how they display the synergy between human and machine.

- Nurturing and sales workflows built by humans and run by software.
- Unenrolling from email lists happens with a click.
- Archiving and sorting emails according to importance or keyword.
- Calendaring software automatically
- making appointments.
- Reminders are sent at specific times of day
- to staff.
- Scheduling is done automatically through software.
- Long-tail social ads are curated by software and updated automatically.

The list goes on. What this level of automation allows (even in this microenvironment) is for people to spend their time more creatively. Instead of being bogged down with the administration or operation of a task, the team can move into a deeper and more strategic focus on their work.

*"While some **big businesses might assume** A.I. is their ticket to paying less in labor costs, if we go this route we're selling our workforces short. The human brain possesses something computers still don't: mindfulness. The more we leverage measurement, insight, data, and machines that prompt new ways of thinking, the more humans can do what they do best — think and apply thoughtfulness to their jobs."*

- Kris Duggan, BetterWorks

With everything that is happening on the Big Data front in HR, it's natural to assume that people, especially those who work in the general "workforce arena," are apprehensive of what automation can do, how powerful it seems (when put in the hands of people smarter than themselves) and whether or not it might mean the end of semi-skilled labor. But that's a short-term view of what AI can actually do for the workforce. Not only will this view hurt personal career growth, it could hamper companies en masse.

Innovation will be severely impacted by companies who refuse to embrace AI within their walls. For Talent Acquisition specifically, we can see how AI can help with tedious and time consuming skills like job matching, and how game assessments can help with cultural and psychometric testing, not to mention gauging propensity for risk and other things which humans just can't do efficiently (today).

AI can also pose a palatable answer to the questions surrounding Big Data. Several prominent HR Technology voices have piped up in defense of Big Data, with the chief concern being that many don't actually understand Big Data as a concept (which is largely true). Artificial Intelligence could have similar issues in a market geared toward solving people problems; one not inherently equipped to understand Big Data or Artificial Intelligence. But the two misunderstood ends of the spectrum could be linked in a way that HR professionals are able to use both to further people solutions.

For example, much of the data that HR collects and encounters are unstructured or difficult to map. While many products have tried to solve this issue, the one hurdle many have not been able to clear is the sheer amount of work involved in getting the data to the right locations. This shift will allow Talent Acquisition professionals and more broadly, HR Professionals to move from wondering what to do with data to using it intelligently to positively impact everything from sourcing techniques to candidate experience to boomerang employees and employee referral sources.

Iteration and learning new things are what VCs look for and as corporations frequently underwrite significant HR technology, it's crucial to know that corporations may be looking at the same qualities. AI can not only assist in helping with currently frustrating or mundane tasks but can open the door to envisioning what was previously unforeseeable, in essence forecasting what the business may encounter in the future.

"In the past decade, we've gone from having no data, to having data, to having, in some cases, data overload. From healthcare to finance, organizations in nearly every industry are transitioning from merely storing data to using it intelligently. Lonsdale founded 'investment management technology' firm Addepar in 2009 to fix multi-trillion dollar segments of global finance by restructuring its data, in order to prime it for the artificial intelligence wave of the future."

Duggan's article quoted above goes on to answer how the chasm between Talent Acquisition and Talent Management can be bridged through:

- Data driven analytics and accurately reallocating recruitment marketing spend.
- How people work and what motivates them to assess engagement platforms.
- Finding meaningful data about the best hires and how they work within the organization.

CEOs may believe that at least 5% of their current workforce will be replaced by AI; however, this stat doesn't take into account the people who will manage these systems and use the findings they reveal to make changes within the workforce.

"Artificial intelligence is primed and ready to infiltrate the workforce. Big companies like Accenture, SAP, and Deloitte are trading in their traditional performance management ratings and rankings systems for technologies that bring transparency to data around the work employees do. This is creating huge opportunities for these businesses to leverage frequent touch points and check-ins with employees to get a holistic picture of what's driving work. As this data surfaces, so does our ability to apply machine learning to compare trends across departments, workers, or organizations as a whole."

Data signals are showing organizations whether their employees are performing at peak productivity, in danger of being poached by a rival organization, or how they want to be engaged. Why does this matter? Because all of those things impact the very ecosystem Talent Acquisition touches, allowing them first hand information to decide what new succession plans look like, what compensation and benefits they should be offering, and how much reliance they may or may not have on the contingent workforce in the future.

So how can you use artificial intelligence to augment the hiring and recruiting process?

Be ready for the data. As we said earlier, be ready for the newest AI focused startups to come in and start changing the tasks you may no longer want to do anymore.

Readily discharge any arduous tasks. The technology is there and the ROI is clear.

Examine your data. Worried you don't understand it? That's okay, you can make assessments once you find a solution that can help evaluate, assimilate, and give you feedback on the data.

Share learnings with the team. AI is nothing and will continue to BE nothing if not shared among your stakeholders and team. Make a point to learn together to weave these techniques, tools, and processes inside your organization.

Beta test technology. As Jonathan Kestenbaum mentioned when he spoke at HRTechWorld recently:

"Matching 2.0 is working. Your job cannot be replicated at this point, so instead of fighting automation that can make your job 1000 times easier, try a system for your most difficult to match jobs. In essence, beta test these ideas one department at a time. Chances are, you'll see a significant matching and screening burden taken off your shoulders, and for costs that are far less detrimental to your recruiting budget. Don't believe me? Take the costs you're currently paying recruiting administrators, sourcers, and yourself to manage this process today and compare it to the annual cost of the tool. No contest right?"

Bottom line?

It's tough to be an industry leading organization without one very crucial thing. Your people. AI impacting recruiting is and should be looked at, as a key piece of doing that better. Instead of worrying about AI stealing your job, focus on how you can become well-versed in assessing the feedback you get when you implement an AI program for any piece of your hiring function.

THE FUTURE OF AI IN HR

By Brian Delle Donne

Artificial Intelligence is a hot topic right now but it's nowhere near NEW. However, as it impacts everyday life more and more and starts to be understood by businesses and consumers alike, more companies are finding ways to apply its capabilities to their own processes and industries.

Talent Acquisition is not immune from this phenomenon and in fact, is ideally suited to use Artificial Intelligence as a way to make the career search or hiring employees much easier than the sometime arduous process it can be. So the question is… how can these very human-focused departments (it's in the name!) benefit from machines that, while closer to human than most other computer-based applications, are still, basically, robots?

In order to understand why some resist the idea of using AI in recruiting or career search, you must first understand the limitations of Artificial Intelligence and Machine Learning, two similar, but not synonymous subjects.

LIMITATIONS OF AI

If you've caught much of the conversation around Artificial Intelligence, you know that the type of AI we currently have is considered "weak." While it's capable of using data and information to see patterns and make predictions, it's not capable of truly understanding the emotions and, well, unpredictability of human reactions.

At this point, Artificial Intelligence still requires quite a lot of human intervention to see real reward. This is an issue, because in an industry that relies upon human instinct and "gut feel", there are naturally instances of bias that can thwart a truly diverse workplace and a democratic hiring process. Basically, if biased humans are training the computer, then we might get a biased computer.

Second, we're finding frustration around the change management aspect of introducing AI in a corporate environment. If you've ever worked within the enterprise, you're aware that the new and innovative is hard to push through. Imagine trying to push through something that does part of your job, but doesn't do it particularly well… yet. It's tough.

The comfort in this is that people simply won't be replaced by a robot. Companies who seek to invest in AI are doing so in an effort to increase efficiency of their hiring and managing efforts, not take them over. As more educated folks than I have pointed out, the real benefit of AI in recruiting today is that it eliminates the busy work that so many other tools have created. Sorting through resumes, matching candidates to well-suited positions (making spray and pray applicants a true part of the talent funnel instead of flotsam) and helping candidates through the application process or applying assessments across a wide swatch of candidates are just a few of the applications of AI in TA.

Which brings us to misconceptions…

LIMITATIONS OF AI

A common misconception is that enacting an automated process is the same as introducing AI. Automation, while a highly effective technology when used properly, isn't Artificial Intelligence. In other words, creating a workflow that automatically sends an email to every applicant showing gratitude for applying isn't AI. It's smart and great for employer branding (if followed up properly), but it isn't the Artificial Intelligence we're speaking about.

Think beyond the typical ATS and performance management tech. Many of these capabilities haven't yet been actualized, but there's real opportunity for organizations who are open to the possibility of allowing AI into workforce management strategy.

Imagine if AI could suggest Talent Community training opportunities within the enterprise to candidates who were almost a right fit, but not chosen, and send them to the front of the line the next time you had an opening? Or if AI could catch a resume with typos or scary social images or posts and "counsel" the candidate to get rid of them before a human recruiter took note? The legal process and technology for these applications don't exist yet, but if we apply them to consumer applications, we see success. Why not within the enterprise?

Some things new AI tools CAN do? What about checking your job advertisement for bias or screening a large volume of candidates for skill fit? Yeah, you can do that.

AI CAPABILITIES IN TALENT ACQUISITION HR

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Align Your Hiring Team with AI

As the saying goes, sometimes the hardest part is beginning. Starting the journey to making your next best hire can be as simple as finding the right fit for the position. Creating a job description that interests the right person, a job ad that actually grabs his or her attention, a structure that keep the balance… it all takes a seat at the hiring process table.

AI can provide that first step for a hiring team, allowing the recruiter and hiring manager to collaborate on the open role and the qualifications needed, while the technology ensures human bias is absent.

By bubbling only the most qualified candidates to the top, offering context from multiple sources within the enterprise and collating feedback from everyone to potential colleagues to hiring managers, AI can help align thoughts on hiring…without the worry of wondering if you view on the new candidate conflicts with that of your boss. Have a larger hiring team than just a handful? The above process is totally scalable and allows everyone to have a voice in the new team member, placing feedback, context and cultural fit alongside skills assessments and other ranking tools more commonly associated with AI.

Tools to watch: **Unitive** and **Textio**

Screening Candidates with AI

Screening is one of the most daunting parts of finding your next hire. Often, your hiring team is wading through one unfit applicant after another and ending with a fraction of the prospective candidates that you began with. Screening candidates with AI cuts down the legwork by interacting with applicants before your hiring team has to. The applicant will instead communicate with a chatbot, answering the common questions asked of candidates. It uses knowledge of the role and information provided by the hiring team to help select the individuals most suited for the job. The hiring team's burden is reduced to those who meet the right qualifications instead of searching through the resume of each and every applicant.

Tools to watch: **Impress** and Wendy of **Wade & Wendy**

Candidate Communications with AI

As stated, the use of automation isn't AI, however, AI can be integrated with automation. The result is a highly specialized approach to candidate communication. For example, an AI tool can provide a sense of specificity and personalization to interactions that automated tools cannot. Even more, these communications are in real-time and pick up on the traits of the individual candidate all without the need of tags or categories used by candidate management technology.

Tools to watch: **Avrio**
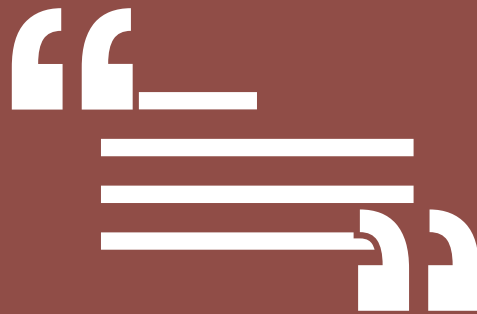
Nurturing Your Talent Pool with AI

We can all agree the "not at this time, but we'll keep your information on file" phrase is really a nice way of saying, "there's a good chance you might fit in the future, but your resume will be lost in our computer/ATS/CRM/filing cabinet when the time is right." It's not meant to be a let down. In fact, most Talent Acquisition teams really do want to grow a talent pool, unfortunately we're human and organization and memory sometimes fail us. AI, on the other hand, is a machine and overcomes those obstacles for leaders. It allows hiring teams to easily re-engage candidates based on specific qualities while gathering updates in their work history and skill development in the process.

Maintaining Compliance with AI

The workforce has seen quite a few adjustments over the last decade, and as more shifts are made, those adjustments aren't anywhere near finalized. The health of your business is dependent on remaining compliant in employee management. Artificial Intelligence can provide employees with a constant, real-time source for compliance and employment related questions for your workers while allowing your system to remain up-to-date of any policy changes that occur.

The real win for **Talent Acquisition and AI's progression** comes from the alleviations of administrative work that always seem to bog down HR and Recruiting professionals. In a sense, machines are helping humans bring more humanity to the process of sourcing, recruiting and managing people.

"While AI is a great advent in our industry and is capable of doing remarkable things, I think there are aspects of recruiting that should never be automated… No matter how advanced technology and automation becomes, that personal, human interaction is key and the relationships we build with candidates and hiring managers are more important than ever."

Stacy Donovan Zapar
Founder of Tenfold & The Talent Agency

RECRUITING AND AI, TOGETHER AT LAST

ROBOT TALK: WHAT TALENT ACQUISITION EXPERTS HAVE TO SAY ABOUT AI

By Allegis Global Solutions

A hot topic in Talent Acquisition technology is artificial intelligence (AI). Brian recently discussed it on our blog, where we called out some of the key differences between AI and Automation.

> *"It's worth noting that many recruitment bloggers, pundits and analysts don't truly understand the difference between automation and AI (which is why here, even we are blurring the lines a little bit). At Talent Tech Labs, the community is working hard to figure out how discerning we should be in calling out these differences.*
>
> *At a basic level: automating process through computerization, for example creating automation that fires off different work flows are labor saving and even intelligent. Taking it one step further, using algorithms to find correlations and other relationships like making matches or triggering a response is also intelligent.*
>
> *However, in these examples of using technology to mimic intelligence we are not using Artificial Intelligence, but instead, building intelligence around what are already known systems, known behaviors and generally known outcomes. Not bad stuff, yes automation, yes delivering intelligence, but not Artificial Intelligence."*
>
> **- Brian Delle Donne**

As Brian goes on to point out, some are saying the job title of recruiter will be gone before we know it; others are less optimistic. But despite the differences between AI and Automation, robotics and repeated tasks, AI is here in the recruiting and Talent Acquisition space and the experts in the space have a lot to say about it:

HUMANS WILL ALWAYS BE NECESSARY

"A lot of what AI does is about **providing a mechanism to augment decision-making**, rather than threaten and replace what humans do," MacIntyre explains. "It'll take a lot of the grunt work out of anything where there are repeating patterns, but the work that humans do will always be necessary – although it's likely to change over time."
- Dr. John MacIntyre, Professor of Adaptive Technology and Dean of the Faculty of Applied Sciences at the University of Sunderland

Some Talent Acquisition experts agree with MacIntyre that machines are to augment human tasks, not replace them. From the Industrial Age **when the cotton gin helped speed up the production process** or in this day and age where automation helps recruiters make the most of their time rather than spending it doing the grunt work and AI can learn patterns and trends to assist recruitment tasks like matching and screening. Recruiters may have to cope with a different definition of what it means to be in that job, but they will certainly not be out of it because of the robots.

LEAVE THE UNPREDICTABILITY TO THE HUMANS

"So as it stands, humans will not fully be replaced, but they will be able to handle more and more complex tasks. My guess is that we will work together with AI systems. AI will handle past behavior and leave the unpredictable to the humans."
- Jackye Clayton (**@jackyeclayton**), Editor at **RecruitingDaily**

Jackye makes a great point about handling past behavior. These AI systems coming to recruiting will be there to help recruiters better handle past information which can be easily inputted and sorted by a machine, rather than spending precious human hours doing so. These precious hours will then be freed up to spend time on the unpredictable that arises which machine simply cannot handle.

90/10 RULE

"Ninety percent of the people responsible for recruiting will disappear. Ten percent will remain to design, manage, and build strategies around the AI … because they understand the pieces of the puzzle and that what is under the hood is still an ever-changing set of ideas to improve, compete and innovate — then execute at a world-class level to acquire talent."
- Gerry Crispin (@GerryCrispin), Principal & Co-Founder, CareerXroads

While this 90/10 rule may not describe the industry's immediate future, we agree with what Crispin is saying. Recruiters who are not ready to show off their knowledge and expertise behind the job may be on their way out. Much less of the time they'll be spending will be on tactical work, and more time will be spent on higher-level thinking and strategy. Creating these strategies and using the AI to make them happen will likely be a large part of Talent Acquisition in the near future.

PROCESS OVER PEOPLE

"The most obvious, of course, is that any area of our business where distinct inputs and outputs occur – stuff like screening, sourcing and assessments – will largely become automated, with the intermediary role the recruiter plays rendered unnecessary by the ease of candidate and hiring manager self-service. This is just how machines work – put something in, get something out – that is, if we're not talking about legacy HCM or ATS systems or InMail, of course."
- Katrina Kibben (@KatrinaKibben), Managing Editor at RecruitingDaily.com

Katrina Kibben explains some of the most impactful ways AI will be influencing recruitment in the years to come. Her opinion that the process is more valued than the people in it seems to be a large part of the general consensus, tech is needed to improve processes and free up human time. But the more pressing question seems to be, where is that human time going to be allocated?

RECRUITERS AND TRAVEL AGENTS

"The questions that remain is whether or not there will be a need for recruiters.
*And I think the answer is yes. The world tried to remove the travel agent
through automation and did, indeed, reduce the number. On the other hand,
it gave new life to the agents capable of putting together complex trips and
those who could maintain a relationship with corporate clients. Today these
agents are thriving and use the automated software to augment their skills."*
- Kevin Wheeler (@kwheeler), President of Future of Talent Institute

Wheeler's comparison of recruiters to travel agents is a fair point—and one
that might scare many recruiters. However, despite what many may believe,
travel agents are still around. They're just not booking travel for the general
public. Rather, they've now devoted their skills to sustaining higher-level
relationships and using AI to help them do it.

While there's a lot of skepticism about the functional capacity of a
computer's ability to truly "learn", there's a lot of tied to advanced
algorithmic components involved in scaling an artificial neural network for
practical use.

READY FOR THE ROBOTS: SURVEY SAYS JOB CANDIDATES ARE MOSTLY OKAY WITH AI APPS IN THE APPLICATION PROCESS

By Allegis Global Solutions

Artificial intelligence is taking over parts of the recruitment process. From answering initial candidate questions to scheduling interviews, and even assessing skills, this is a growing trend that is rapidly streamlining how we hire.

We recently surveyed over 200 job candidates about how comfortable they are interacting with an online robot to speed up the interview process? Is it all bad? Are we going to be overrun by Terminators and Skynet?

We believe the future of recruitment hangs in the balance. Surprisingly most candidates are okay with it.

Answering initial questions about the interview process:

> The majority of job seekers are fairly to extremely comfortable interacting with artificial intelligence apps to answer initial questions in the application and interview process.
>
> - 36.9% fairly comfortable
> - 21.17% extremely comfortable
> - 23.42% uneasy
> - 18.92 extremely uneasy

As you can see, a large number of candidates are still uneasy about having a chatbot answer their initial questions though a majority of them don't mind. This tells us that, although automation appears to be more and more accepted, we must remember to keep a human element in our candidate process.

Scheduling interviews and helping with interview preparation :

> Most candidates are glad to have AI apps help with interview scheduling and preparation. This category has by far the most proponents among job seekers.
>
> - 36.94% are fairly comfortable
> - 29.28% extremely comfortable
> - 16.67% are uneasy
> - 17.57% are extremely uneasy

Performing skills assessment:

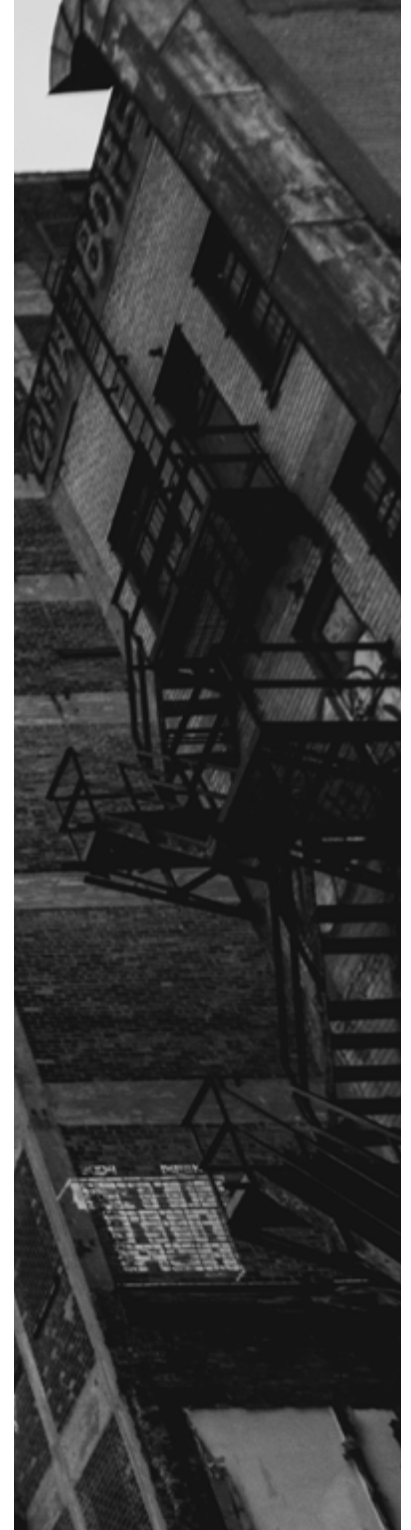> Job seekers are mostly comfortable with artificial intelligence apps performing skills assessments.
>
> - 35.59% are fairly comfortable
> - 25.23% are extremely comfortable
> - 18.92% are uneasy
> - 20.27% are extremely uneasy.

These results of our small survey don't paint the whole picture. But it appears that most job seekers are used to the idea of machine-learning chatbots and other apps interacting with them as part of the job application and interview process.

From the numbers of those who are still uneasy with the robots, it appears we certainly still have a need for more education. While adding technology to our process can streamline our candidate selection, we must remember that people want to work with people. The technology we have is mimicking human interaction, but we need real people in the process as well.

Do you still think this is just a trend? According to Deloitte's 2017 Human Capital Trends report, a large number of companies expect AI and robotics to be fully implements in their companies within 5 years.

Jessica Merrell recently compiled this list of over 30 talent acquisition technologies that currently use artificial intelligence.
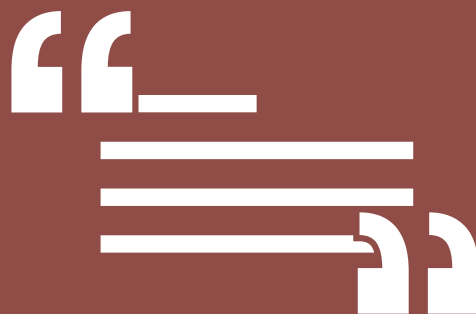
Allegis Global Solutions' head of RPO Technology, Steve Parker, details strategic ways you can incorporate machine learning into your recruitment process in this recent post.

These helpful apps can really make a difference in sourcing, screening, and moving our candidates through the process of becoming our new employees. And, for now, job seekers seem mostly okay with it.

Let's just hope we don't get to the extreme of having them deliver the message, "You are terminated."

"Despite the recent news about a Japanese insurance company replacing a portion of its staff with IBM software, recruitment is ultimately about hiring people, so it's unlikely the human element can ever be completely removed from the hiring process. As automation continues to play a more prominent role in talent acquisition, recruiters should learn to be more and more adaptable. AI will continue to replace certain functions of the recruiting process, but not all. Those recruiters who are unable to integrate automation into their daily process may eventually see themselves being replaced by more tech-savvy workers."

John Feldmann
Writer for Insperity Recruiting Services

HOW AI SOLVES THE ATS BLACK HOLE PROBLEM FOR RECRUITERS

By Noel Webb

The ATS black hole: where a candidate goes into the system but never seems to find a way back out. No matter how an applicant fits the culture or how outstanding the skillset, the candidate just can't seem to find their way from the depths of the ATS.

Unfortunately, there are many applicant tracking technologies that fail to meet the needs of hiring teams and the candidates they're trying to attract. Some inadequately parse resumes, complicating the application process for the candidate or eliminating the candidate from consideration because of a keyword mismatch. Others simply lack enough integrations or functionality to ensure candidates are carried through the entire process correctly.

In a test conducted last year, Bersin & Associates created the perfect resume of an ideal candidate for a highly technical role. When the team entered the resume into the ATS, it was reported as only 43% relevant to the job. With 75% of talent acquisition professionals using a recruiting or applicant tracking system, this disconnect needs a solution.

"People working collaboratively with [cognitive] learning systems is the future of expertise."
- Dario Gil, Vice President, Science and Solutions at IBM Research

AI IN RECRUITING ISN'T A BUZZWORD OR AUTOMATION

While artificial intelligence has gathered a lot of buzz, it isn't a passing phase. As with any new technology, AI has its critics, especially among those who don't understand its capabilities or intentions. Many have fallen under the impression it's a more advanced form of automation. They are right and wrong. Right because AI does automate processes. Wrong because it isn't a formulaic response. In fact, the whole purpose of AI is to provide a more human touch with the intelligence to understand a situation before responding.

That's where the black hole problem finds its solution. AI technology has the ability to work alongside humans, easing their daily work and administrative duties. With a more intuitive approach to hiring, recruiters are given more opportunities to nurture the candidate experience that keeps talent pipelines healthy. In other words, a smoother process means no applicants are left within the ATS black hole.

How does AI solve the ATS black hole?

AI UNDERSTANDS THE JOB OPENING

Whether you use Netflix, Amazon or Facebook, you've received ads targeted to you and your lifestyle. These programs understand your habits and preferences, then suggest things you might be interested in based on your online activities. AI in recruiting is similar. It learns the needs of your company, the way you work and the intricacies of the job opening. When a candidate makes it into the system, the technology immediately begins looking for information about the person behind the resume. Often, recruiting AI uses chatbots to chat with the applicant in real-time, gathering more clues about the tendencies and capabilities of the individual.

How this bridges the black hole:

There is no time spared between an applicant's submission and the first response to the candidate. Some organizations rely on their ATS to thank an applicant through email. With AI, the conversation begins immediately and not from a "do not reply" email address. If the candidate has a question, the chatbot has a response. Meanwhile, recruiters can focus their attention on the information being submitted.

AI IS AN ASSISTANT TO THE CANDIDATE

Speaking of chatbots and conversation, 60% of candidates say they want better communication during and after the application process. With AI technology, there's not only a support system for the recruiter, the candidate also has the ability to ask questions and discuss problems. There's no waiting for a recruiter or hiring manager to be available and there's no possibility of a spam filter leaving great talent on the ATS floor.

How this bridges the black hole: Lack of communication is

the beginning of the black hole. When the candidate receives no response from a company, he or she either believes they are being ignored or didn't make the cut and if the application even went through. With AI chatbots, the candidate is in constant communication with a representative of the employer, easing doubts and helping the candidate to feel comfortable in following up with an application.

AI PROVIDES QUALITY, EASILY READ DATA

As the candidate completes their application and as they chat with the program, the technology is gathering information about the individual. Because the AI understands the company and the specifics of the position, the AI can build shortlists of applicant who are most qualified. For instance, Karen, our cognitive recruiting assistant, can rapidly assess candidates for experience through keywords and concepts while matching the employer's culture to the personality and values of the applicant.

If you think your hiring process is exempt from the ATS black hole phenomenon, understand that 64% of employers were unaware of how many qualified candidates were in their own ATS. There's a severe lack of communication and even more lack of time for recruiters to address this problem. Embracing AI in recruiting isn't embracing a complete shift in process, it's finding a way to enhance the process you already have to make it a rewarding experience for you and your candidates.

How this bridges the black hole:

The black hole exists because there simply aren't enough hours in a day for recruiters to get everything accomplished. The ATS was the answer to some of those administrative tasks.. Unfortunately, the ATS isn't without its faults. While many are automated, they still require the hiring team to ensure communication and processes are maintained. With AI assistants, the process is always moving, always communicating and always providing feedback. And, the best part is that AI integrates with already established ATS too.

HOW HIDDEN ASSESSMENTS HELP YOU HONE IN ON RIGHT-FIT TALENT

By Talent Tech Labs

The candidate experience can be majorly disrupted by a lengthy hiring process. After applicants get through the application process, they typically go through a preliminary screening process which may lead to taking some sort of assessment. We've been discussing assessments a lot lately because we think the Talent Acquisition community should make them top of mind.

Now that assessments are a proven model and the costs are coming down due to market penetration, there's little excuse not to use them, even by companies that are smaller. Bad hires can impact companies no matter where they are on the size scale, but small businesses and startups can be crushed by the weight of even one unskilled or poor-fit employee.

But there's another kind of assessment that is not quite so proven, nor as well known. In our continuing coverage during the Year of Assessments, we want to talk about hidden assessments and how they're changing the candidate experience.

WHERE WE STARTED

A few years ago, it was still fairly difficult to find candidates' information and to reach them. You could get phone numbers, and social networks were starting to allow you to find people that you couldn't find before. The technology that was being built was all about helping recruiters source candidates.

Today, you can find most people online in some way. We no longer think sourcing is the problem, the problem is engagement. Engaging candidates in the hiring process is important when considering the following:

- Employer competition
- Candidate-driven marketplace
- Typical applicant drop off rate is 76%, according to Smashfly

While shortening your time-to-hire lifespan is possible with innovative technology, making it more engaging for the candidate is a must. But how can you even begin to engage candidates in the hiring process if they were never even meant to be engaged?

ENTER: HIDDEN ASSESSMENTS.

APPLICATION ASSESSMENTS

Nearly **40% of employers** rely on technology that pre-screens candidates based on data they've submitted in their application. This is a variation of assessments that determines if an applicant even gets to become a candidate, so how does this affect candidate experience?

Well, if the pre-screening technology is faulty, it can invite candidates into a process they're not suited for and would not have selected for themselves. Companies like **Avrio** fight this using Artificial Intelligence to assess a candidate's work history, preferences, skills, certifications and educational background using a comprehensive, multi-dimensional FitScore algorithm to better understand how the candidate matches the job description.

APPLICATION ASSESSMENTS

Once candidates make it through the preliminary rounds of assessments they may not even know they had, they can be invited to take up-front assessments. These range from behavioral and skills-based assessments to simulations.

CHATBOT ASSESSMENTS

Avrio deploys its Chatbot, Rio, to ask job-specific questions to learn more about the candidate in the pre-assessment stages all while storing this data in a larger vault to get holistic insight into the entire talent pool. Rio can identify patterns in candidate behavior to let recruiters know trending questions candidates ask, for example.

60% of candidates say better communication throughout and after the application process would make the most positive impact. Using chatbots to assess and communicate to candidates their status in the process is quickly morphing from a hypothetical to crucial (in the space of a few short months!).

On top of that, **52% of recruiters** say the hardest part of their job is identifying the right candidates from a large applicant pool, make "pre-pre-assessments" an even more viable method of honing in on the right talent. In laymen's terms, chatbots allow a better candidate experience for the jobseeker and more useful insight for hiring to the recruiter.

WHY AND HOW TO IMPROVE YOUR CANDIDATE EXPERIENCE WITH AI

By Noel Webb

An organization's candidate experience is directly associated with their employer brand. Failing to attend to your employer brand can be detrimental to your organization. Nearly 60% of candidates have had a poor candidate experience, and 72% of those candidates shared that experience online or with someone directly.

The power that word-of-mouth holds in this day and age is exponential compared to any other marketing tool as 92% of consumers believe recommendations from friends and family over all forms of advertising. Cleaning up your employer brand, once negative word-of-mouth has spread, is harder than it may seem. How can you ensure a good candidate experience every time and in turn ensure a good employer brand? Artificial intelligence may be the answer:

AVOIDING THE ATS BLACK HOLE

What is the ATS black hole? This is the phenomenon many candidates experience when they submit an application or resume online and have no way of knowing if it was received. It leaves potential candidates in the dark because they don't know whether to expect a call or forget about the opportunity altogether. How can you avoid the ATS black hole for your candidates?

Many corporate recruiters already have more to do than they can handle, and responding to all applications can seem next to impossible. This is where artificial intelligence comes in. AI can be used in the recruitment process by integrating with an ATS and notifying candidates when their application has been received. It can help set guidelines of when, or if, they'll receive a response. No one will slip through the cracks (even those not qualified for the position).

The communication shouldn't stop there. 65% of candidates say they either never or rarely receive employer notice of the decision made on their application. With the use of AI, once a job posting has been filled and closed, candidates who were not offered the position will be automatically notified and given other open positions within the organization for which they may be better suited. This improves their experience (and job search) and reduces your recruitment team's workload by moving applicants into a more appropriate funnel. Using AI in your talent acquisition process broadens your talent funnel without burning out your recruiters.

GUIDE THE WAY

93% of job seekers cited unclear application instructions as the primary cause of a bad candidate experience. Unclear application instructions can result in candidate delays submitting resumes or no submission at all.

A CareerBuilder survey found that 40% of candidates feel the application process has become increasingly difficult. With the guide of a chatbot, applicants will sail through the process. They receive direction and clarification in an instant rather than waiting for a recruiter to respond back to them when, or if, they have time.

Using a chatbot also provides advantages to the recruitment team as the chatbot can use the feedback from the candidate and apply it to the selection process. The recruitment team can then easily see how each candidate ranks from the applicants selected by the platform.

"Continue to learn about business. The more you understand business models, product roadmaps, user segmentation, etc. The more you can learn and share in a dynamic way that AI cannot. Also, embrace the AI. Products like Teamable are designed to help recruiters, not replace them."

- Erin Wilson is Founder and Tech Engineer at Hirepool.io

PROVIDE A TWO-WAY STREET
FOR COMMUNICATION

Time and time again, we've heard that communication is a two-way street. Yet many candidates feel the application process is strictly one-way and they're the ones doing all the talking. 60% of applicants say "better communication throughout and after the application process," would have the most positive impact.

Using AI, recruiters would be able to provide the communication so many candidates are looking for. Having a chatbot integrated into the recruiting process would allow candidates to ask relevant questions throughout the application process. A chatbot will also provide a faster and more efficient way to respond with meaningful answers from the recruitment team.

Creating a positive candidate experience is no doubt a crucial part of investing in your employer brand. Implementing artificial intelligence will give you the edge you need within your hiring process and have candidates lining up to apply for the positions at your company without fear they'll be disappointed, overlooked or simply forgotten.

HOW ARTIFICIAL INTELLIGENCE IS EMPOWERING TECH RECRUITERS EVERYWHERE

By Suresh Parakoti

By 2020, information technology jobs are expected to increase by 22%. With almost 68% of IT professionals employed full time and 91% describing themselves as "gainfully employed", tech recruiters have their work cut out for them. As if it weren't hard enough, recruiting for information technology, computer programming, systems engineering and other crazy advanced tech jobs is even more difficult when you're not a techy. Knowing programmer jargon and acronyms is a must for creating the best job advertisements and screening tech candidates. Understanding the right questions to ask and ensuring the candidates' tech skills make them qualified for the job is nearly impossible if you don't know anything IT. Technical recruiting is difficult because it involves qualifying candidates for jobs that the recruiter has never performed.

FACT:
Only 15% of developers are actively looking for a job. BUT, a whopping
78% of developers are interested in hearing about new job opportunities.

THAT'S WHERE THE HELP OF ARTIFICIAL INTELLIGENCE COMES IN.

Artificial Intelligence is a growing trend and has everyone (especially the business and tech world) talking! There was more than $300 million in venture capital invested in AI startups in 2014, a 300% increase over the year before, and 88% of business executives rely on services or products powered by AI techniques. However, there's much debate on what's considered true AI, but as more information and research is dispersed it's becoming more clear.

> *"This significant disconnect underscores the fact that there is confusion when it comes to the definition of AI, and this goes to the heart of one of the key issues with AI," this report says. "It has the promise of being used in so many places that a clear definition of what it is and the guaranteed ROI remains hazy."*

True AI, known as strong AI, isn't set to be here for a few more decades. Weak AI, however, is very present. IBM's Watson is one of the most notable forms of weak AI. Most of the AI technology we see today is considered to be weak AI, but some of it is also not even AI at all and is misconstrued to be AI. The main differentiator is that AI (weak or strong) uses machine learning to learn from the data, not just automation. Just because a tool automates a repetitive task does not make it AI even though 26% of business executives use AI systems to automate repetitive tasks, up from 15% last year.

FACT:
34% of tech candidates say their biggest challenge in the hiring process is recruiters not understanding the technologies they work with.

ARTIFICIAL INTELLIGENCE HELPS WITH THIS, SOMETHING AUTOMATION JUST CAN'T DO.

44% of executives believe artificial intelligence's most important benefit is "automated communications that provide data that can be used to make decisions." But it's so much more than that! Competing for just top tech talent and even good tech talent is more difficult than ever before as the economy has improved and the economy transitioning from services driven economy to Technological driven economy, resulting in a candidate-driven market. Talent acquisition is pressured to adopt more innovative, technologically advanced methods and tools to take on the influx in hiring and ensure quality isn't jeopardized.

FACT:
Artificial intelligence will replace **16% of American** jobs by the end of the decade, but recruiters should not be in fear.

THE HUMAN AI IS THE BEST THING TO HAPPEN TO TALENT ACQUISITION, AND HERE'S WHY.

56% of talent acquisition leaders surveyed by LinkedIn believe their hiring volume will grow in 2017, and 66% of talent acquisition leaders state their recruiting teams will stay the same size or even shrink. Artificial intelligence recruitment tools are a complement to existing recruitment teams as they use machine learning to replicate recruitment tasks, saving recruiters time and businesses money.

46% of talent acquisition leaders say their recruiting teams struggle with attracting qualified candidates. AI solves this by scouring data made available on the internet through resumes, social media profiles and professional profiles to source passive candidates that match job reqs.

52% of recruiters say the hardest part of their job is identifying the right candidates from a large applicant pool. AI solves this by using algorithms to identify the right candidates based on multiple sources of data.

75-88% of the resumes received are unqualified. AI automates the resume screening process using post-hire data to make better hiring recommendations for new applicants.

Pomato helps recruiters match, map and measure candidate's technical skills against open jobs to find the most qualified and best fit tech talent. Simply click a button and within minutes an easy-to-read report on a candidate's skills and experience and how that candidate compares to all others is made available.

3 SUREFIRE WAYS TO REDUCE TIME TO FILL

By Noel Webb

Time to fill is the number of days between the actual publication of a job and getting an offer accepted. This recruiting KPI is critical to understand for more accurate planning and indicates where a variety of issues may be slowing down the recruiting process. This key metric should not be confused with time to hire, which tracks the time elapsed from a successful candidate's first contact to their hire, while time to fill encompasses the whole process.

In the 2016 SHRM Talent Acquisition Report, the average time to fill is 41 days. Recruiters report a lengthy hiring process to be a key obstacle in a shortage of candidates. So, how can you reduce this key performance metric to improve your recruiting process? With today's technologies and the competitive talent market, companies that embrace automation and artificial intelligence will streamline their recruiting processes and get ahead of their competition.

AUTOMATE SOURCING

If you have a position that is receiving hundreds of applications, chances are sourcing will not be a problem of yours. However, if you have an opening that is not receiving enough resumes, it's key to have the right sourcing tools. Recent innovation in artificial intelligence allows technology to learn the requirements of the jobs to source candidates fit for the position. Automating and letting technology take over candidates sourcing allows you to shorten the amount of time it takes to source quality candidates both in external databases or through your own ATS.

AUTOMATE SCREENING

In the SHRM report, it was also found that it takes around 9 days from when the job is published to start screening candidates, which presents a large delay in reaching top talent. Screening resumes is one of the most time consuming and tedious processes a recruiter has to do. An ATS can help with screening, but creates bottlenecks because it doesn't allow you to easily rank resumes. Many have outdated filters and rely on basic title-matching, which lacks precision and personalization.

The new innovative technologies surrounding screening automation tools are able to be integrated with your existing ATS. Using artificial intelligence, screening automation tools learn what a successful hire would look like at your company based on a variety of factors, including historical decisions in recruiting and applies the knowledge to screen and rank them.

AUTOMATE OUTREACH AND INTERVIEWING

Automating the outreach process not only benefits the recruiter's experience but improves the candidate experience as well. 65% of candidates report they never, or rarely, receive notification about their application. This creates animosity between candidates and companies, and chances are they will tell someone else about their poor experience. With automation, you can speed up processes by letting outreach tools do all of the work for you, letting candidates know what stage of the process their application is in.

You can also use these tools to reduce time to fill by allowing you to send interview requests to candidates that have ranked as good matches during the screening process. The technologies available for outreach integrate with major calendar and email providers, which speeds up the interviewing and scheduling portion of time to fill.

Using technology to cut inefficiencies and administrative work makes the recruiter's job easier, and they are able to focus on the parts of their job that matter the most. With the increasingly competitive job market, recruiters don't have the time to spend hours searching through resumes or sending tedious emails to every applicant. It's time to cut through the clutter in the talent market and make filling positions more efficient and precise. Using artificial intelligence, these tools have algorithms and machine learning functionalities that adapt to user preferences in real time. Recruiters can now experience personalization in the hiring and job-seeking process alike.

"Any job that will require an element of empathy is not easily replaced by AI. The jobs that require finesse, and feeling and subtlety will still be needed long after the robots take over. Someone still has to wind the clock."
- Craig Fisher is Head of Employer Brand, CA Technologies, and Allegis Global Solutions

"Rather than fretting about being replaced by AI, recruiters should rejoice about the role AI will play in reducing the administrative burden on their shoulders. AI will save recruiters a ton of time by automating simple tasks, stack-ranking resumes and more. Recruiters should then re-invest that time in the very things that AI can't replicate, like building real human rapport and relationships with current and future candidates, as well as developing strategic and mutually respectful business partnerships with hiring managers. The bots won't be taking over those aspects of their jobs any time soon." **- Leela Srinivasan, Chief Marketing Officer at Lever**

THE FUTURE OF RECRUITING AND HIRING WITH AI

By Noel Webb

Talent acquisition can be one of the most time consuming and frustrating aspects of business. Harsh deadlines and specific requirements, not to mention the piles of applications and resumes, is tough for any recruiter. Tack on retention accountability, candidate experience and employer branding and the job becomes even harder. The emerging HR technology throughout the last decade has strived to take away these many frustrations while improving candidate experience and quality of hire.

The buzz around artificial intelligence this year is being shrugged off by many as just a new word HR got ahold of, but what would happen if AI was actually embraced by the recruiting and hiring world? What could it do to further practices and solve problems? This is exactly what Karen.ai are trying to do. How is AI enabled software aiming to better recruitment and the candidate experience?

1. CANDIDATE MATCHING

Matching the right candidates to the right positions, that's the name of the game, but it's not as easy as it may sound. 52% of recruiters say the hardest part of their job is identifying the right candidates from a large applicant pool. Resume parsing and keyword search advances within an ATS has made the sifting and shifting of this task a bit easier as it picks up on keywords in resumes and cover letters to pull ones that match the most. But as we've traversed from keyword matching, to semantic search and contextual search, it's clear we have not perfected Artificial Intelligence in candidate matching just yet. Today's products are using Natural Language Processing for even more efficient and learning tools.

75% of job seekers' chances of landing an interview are killed by errors in the ATS or by restrictive keyword search parameters. Limiting the search to a set amount of keywords does not always guarantee the most qualified candidate or best fit for the job requirements. However, Karen, an Artificial Intelligence software we built specifically for recruiting and hiring, builds off the basic keyword search, broadening the results with a more advanced version that includes semantic search, contextual search and integrates candidate chat conversations, eliminating fuzzy matches.
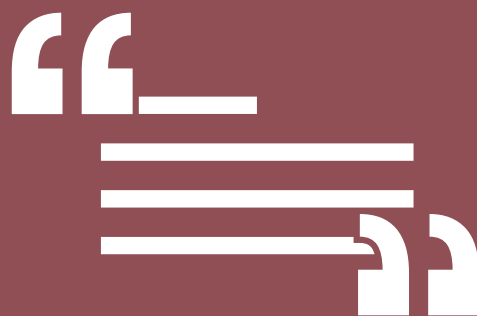
The ability to find concepts hidden in text, in addition to traditional keyword search will give recruiters a more complete look at the candidate's qualifications and help improve the candidate matching process. In addition, this new software will take the information learned from the resume and cover letters to potentially help match candidates to jobs they may be better fit for within the company during and after the application process.

2. CANDIDATE RANK AND SCORE

In addition to pulling out the most qualified candidates for the position based on keywords and concepts, recruiters and hiring managers are expected to then select the best ones to move on in the process. Many use the rank and score method based on what was found within the resume and cover letter. Artificial intelligence is now helping recruiters do this faster by leveraging big data and predictive analytics. Some companies that already do this include Hiredscore and Ideal.com.

"A good recruiter will never be replaced and has an integral part of the hiring process. Technology is our friend and is here to create efficiencies to allow recruiters to concentrate on the important elements that will always require personal interaction. Remember, we're talking about making meaningful connections between humans – until that goes away, A+ recruiters are here to stay."

Amy Volas
Chieftain of Avenue Talent Partners

While this helps professionals get to the next step in the hiring process quicker, what seems to be missing is the interaction with the candidates and those who did not make it to the next step in the process.

A study conducted by CareerBuilder found an astonishing 75% of people said they didn't hear back from the company to which they applied. This is where the ATS black hole comes into play and how Artificial Intelligence can help fight it. Karen steps into the process from the beginning, conversing with candidates, learning from their interactions and assimilating the data into a decision: continue down the pipeline or exit in a brand-minded way. In either scenario, Karen ensures the candidate knows where they stand.

3. CONVERSATION SERVICE FOR CANDIDATE ENGAGEMENT AND BRAND EXPERIENCE

The ATS black hole is something of which many recruiters and candidates are all too familiar. **74% of job seekers say** a clear timeline of the hiring process is what could improve their candidate experience the most. Candidates want to be kept in the loop but for many recruiters, staying in contact with all of the applicants and notifying them of each step in the hiring process is next to impossible.

Automated emails have helped this frustration as it's easy to send an email to a couple dozen candidates letting them know they weren't the right fit for the position or they are moving on in the process. The problem with this automation, though, is a lack of brand experience and personality. Automated emails are also not as good keeping the candidates fully engaged in the process.

Enter Karen. Chatbots have been affecting our world by advancing customer support to helping users book a flight and now they're here to advance the world of recruiting. By using an active chatbot to communicate and engage with candidates, AI could solve the problems of the ATS black hole.

A chatbot guides candidates through the application process, take insights learned from resumes and ask candidates questions to assess their level of engagement and keep them informed about where they are in the process. Although platforms like **Wade & Wendy** and **Mya** have these abilities as well, Karen is the first to take the information learned from the chat and combine it with the scoring and ranking capabilities to present the recruiter with the best possible candidate for the position. This chat capability will also increase the brand experience for the candidate as **78% of candidates** will tell their friends and family about their bad experience and 34% will post about it on social media.

"Recruiters don't have to avoid being replaced by AI because AI is being created to aid recruiters and boost their performance. Chatbots like Karen.ai work with candidates and recruiters during the sourcing process like recruiters have longed for for years, but never had the time to do so. These cognitive assistants are able to chat with candidates on skill sets, interests, goals and more and align them to other job positions available once other opportunities they applied for have closed. This is simply filling gaps while recruiters take care of the HUMAN side of things. AI cannot replace soothing a nervous candidates' nerves or talking a hiring manager down from unreasonable requirements."

- Maren Hogan is CEO and Founder of Red Branch Media

Tie all these functions together and you have a winning combination of matching, scoring and ranking, and chat capabilities that will help ease the recruiter frustrations and build a bridge between the disconnect of employers and job seekers. Prior to the cognitive computing era, enterprise companies would manually review resumes or at best use keyword matching to prioritize internal and external candidate submissions. Using AI, like Karen, to improve these tactics can lower time-to-hire for recruiters and engage candidates.

TOP 3 BENEFITS OF AI IN RECRUITMENT

By Noel Webb

It's that time of year, again. The time of year everyone starts talking about what's next.
What's next in HR technology, candidate experience, performance management, etc? What's next for recruiting?
2016 talked a lot about artificial intelligence so does that mean it's time to move on to something else?
Not quite. AI has barely hit its prime when it comes to the benefits it can bring to recruiting and the talent
acquisition world. Continue reading for the the top 3 benefits of embracing AI in your recruitment strategy.

1. TURNING QUANTITY INTO QUALITY

On average, every corporate job opening attracts 250 resumes, but only 4 to 6 of these applicants will receive an interview and only one will be extended an offer for the job. Let's say a recruiter's goal is to make 8-12 hires a month, this means they would have to review about 2,000 resumes, which is on the low end, to find the right applicant.

The average amount of time a recruiter spends reviewing a resume is 6 seconds, some may argue that is not nearly enough time to make a keep-or-toss decision but how are recruiters supposed to sort through all those applications and make a hire in a timely manner?

Using AI technology to initially assess resumes for keywords and concepts hidden in the text would give recruiters the ability to turn those piles of resumes into a short-list of qualified candidates. This type of candidate rank and score function is already being used by different software companies.

By using this type of technology, recruiting specialists can then spend more time on the resumes that warrant more attention and not deal with the ones who were not qualified to begin with. This kind of technology throughout the recruiting process would save time for recruiters in an organization and allow them to make better hires faster.

2. BETTER CANDIDATE EXPERIENCE

It's a frustration many job seekers run into: the ATS black hole. Sending in their application and resume and then never to be contacted again; wondering day-in and day-out if someone received their information or even cared. 82% of employers think a negative candidate experience affects the company little if at all, but much to their dismay, 58% of candidates who don't hear back from an employer are less likely to buy products from that company.

Not to mention, people talk and word of mouth can be one of the biggest influences on a business as 34% of candidates who have suffered a bad candidate experience will share their experience on social media. But with more than 2,000 resumes coming in for the average corporate recruiter a month, how can they stay in contact with each candidate?

This is where Artificial Intelligence in the form of a chatbot comes to the rescue. By using a chatbot to help candidates throughout the application process, recruiters would be able to improve candidate experience since 93% of job seekers cite unclear application instructions as the primary cause of a bad candidate experience.

In addition to helping job seekers throughout the process, the chatbot would also be able to keep them informed on where they are in the process and send a notification once the position has been filled. Implementing a chatbot in the recruiting process gives candidates the communication they need for a better experience and helps recruiters save time. More advanced chatbots also can take those conversations with candidates and learn more about them to aid the decision of who is most qualified for which position.

3. REDUCE BIAS

On top of saving time and improving the candidate experience, using Artificial Intelligence in recruitment also has the ability to reduce bias in the hiring process. In a recent Gallup study, researchers found gender-diverse business units in the retail sector have **14% higher average comparable revenue** than less-diverse business units. There is also a 15 fold increase in sales revenue of companies with a high rate of racial diversity. So why wouldn't hiring teams want to take initiatives to help diversify teams?

Recruitment firm Hays asked more than 1000 hiring managers about a candidate's attributes and suitability based on a single resume. Half the hiring managers received a copy of the resume with the name Simon at the top while the other half received one with the name Susan. In large companies (over 500 employees), 62% of hiring managers said it was extremely probable they would interview Simon and only 56% said the same about Susan. Implementing AI in the hiring process can help achieve the goal of diverse teams as it will rank and score candidates based on qualification and leave bias out of the decision of whom to add to the short-list of top candidates.

The talk of improvement is never enough, it's time to act! Adding the wonders of AI to your recruitment process is by far the best thing you can do to for your company for 2017.

3 RECRUITMENT TASKS SUPERCHARGED WITH ARTIFICIAL INTELLIGENCE

by Noel Webb

The recruitment process continues to lengthen as the search for highly skilled talent increases, the fear of making a bad hire remains and the quality of active candidates is lacking. The average time to fill doubled from 2014 (22.9 days) compared to 2010 (12.6 days), and many reports point to the fact those numbers have increased even more from 2014 to 2016.

The average time to fill in 2016 is now at a record high of 29 days according to DHI-DFH Vacancy Duration Measure which analyzed the entire US labor market.

Why does the resume process take so long?

Well, reviewing a resume is only the beginning. The mundane tasks of pre-screening, interviewing, validating and reference/ background checking candidates is where the hold up lies. What if the reason these steps took so long was because the candidates that were chosen to go through the process were wrong from the start? Maybe to shorten the time to hire, the first few steps need a huge overhaul!

1. MAKING SENSE OF CANDIDATE DATA

One of the most crucial tasks in recruitment is now improved with the help of artificial intelligence. Recruiters are unable to adequately review candidate data all on their own, so they've often turned to technology and tools that can help them understand the data. But is that enough? We think not. AI recruitment systems cognitively analyze candidate data and learn from the data to make better future decisions or recommendations.
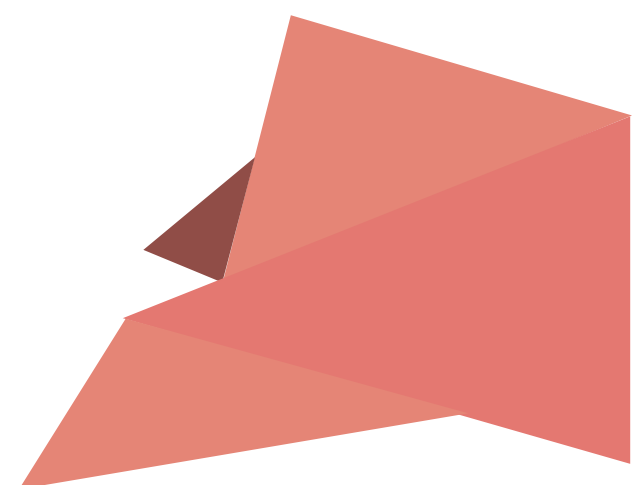
2. ALIGNING JOB REQUIREMENTS WITH CANDIDATE SKILLS AND PREFERENCES

Using artificial intelligence to match candidates to job requirements is another advantage recruiters have. Bullet point job requirements and a resume and cover letter are what recruiters have always had to work with. Yes, they may even get to have a conversation to gauge whether the candidate will fill those requirements or is even engaged in the role, but human error and bias can muddy the process. Chatbots are being implemented to engage in smarter conversations with candidates using proprietary technology that highlights unique factors within candidates and directs recruiters to the core requirements that speak to them. Chatbots have the ability to keep candidates engaged in lengthy hiring processes and can even help speed up the process by learning and analyzing the candidate to help employer filter and identify right fit talent.

3. MEASURING CANDIDATE ENGAGEMENT & FIT THROUGH COGNITIVE SCREENING

According to CareerBuilder's annual social media recruitment survey, 60% of employers pre-screen job candidates on social compared to the 22% who did so in 2008 and 11% in 2006. Social screening is now a reputable best practice in recruitment; however, it still doesn't ensure candidate fit and leaves A LOT of room for biased decisions to be made.

Using Artificial Intelligence in recruitment also has the ability to reduce bias in the hiring process. In a recent Gallup study, researchers found gender-diverse business units in the retail sector have 14% higher average comparable revenue than less-diverse business units. There is also a 15 fold increase in sales revenue of companies with a high rate of racial diversity. So why wouldn't hiring teams want to take initiatives to help diversify teams?" Artificial intelligence in recruitment is replacing that need to socially screen candidates with a more efficient and accurate method.

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