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SUMMER INTERNSHIP PROJECT 2023

REPORT TITLE

**A Study on
Agile Recruitment: Strategies for Success in a Rapidly
Changing World at Shine Projects**

SUBMITTED BY

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2-year MBA Batch: 2022-24
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CERTIFICATE OF INTERNAL GUIDE

This is to certify that Mr/Ms Pragyansmita Sarangi , bearing university registration no 2206258030 of 2022-24 batch, has completed his/her summer internship at Shine Projects from 01/09/2023 to 30/09/2023 under the supervision of Mr. Ventaka Shi Harsha and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature of the Internal Guide

Name : Dr.Bonita Mitra

Designation: Assoc. Professor



Ref.: 010930860

Date: 30/09/2023

Internship Completion Certificate

Duration: **01/09/2023 - 30/09/2023**

Dear *Pragyansmita Sarangi*

This is to certify that you have successfully completed your Human Resource (HR) Internship with www.shineprojects.in

During this period, you have performed the following:

1. Satiated the inadequacies of Human Resources.
2. Recruited Business Development Agents in order to facilitate the development of the business.
3. Provided motivation to agents and maintained the provision of doubt clearance in case of the arising queries.
4. Evaluated the performance of agents without bias and thus set an example of leader.

You have completed your learning exercises and have implemented them successfully in your internship when interacting with your agents.

Your conduct has been very good and we wish you all the best for your future endeavors.

Sri Harsha

Joint MD, Shine Projects

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DECLARATION

I, Mr/Ms Pragyansmita Sarangi Bearing university registration no... 2206258030 (2022-24 batch), hereby declare that the project report titled is A Study On **Agile Recruitment: Strategies for Success in a Rapidly Changing World at Shine Projects** based on my internship at Shine Projects , during the period 1st SEP 2023 . to 30th SEP 2023 and is an original work done by me under the supervision of Mr Ventaka Shi Harsha and Mr/Ms Assoc Prof. Bonita Mitra This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date: 04/10/2023

Place: Bhubaneswar

Pragyansmita Sarangi

Signature

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ABSTRACT

Technology has strongly influenced work everywhere, including HR and recruitment. As a result of automation, jobs that require a human workforce have to some extent been replaced by AI, machines, and software. Modern technology has triggered a change in the labor market as the positions of human privileges become more critical. These jobs have a more significant effect on all companies and require more creative talent. Rethinking the labour market has put HR and department experts in high demand. As a result, the field faces unprecedented challenges, requiring drastic changes in policies, procedures, strategies, skills, and the capacity of recruiters.

Traditionally, the roles and functions of HRs and recruiters (in some cases, they are still applicable) have been limited to responding to the need to recruit, hire and pay salaries. The HR role has been bureaucratic and routine. But as talent and skills supply has become the most critical asset for organizations and companies to grow and survive, it needs to change, and many organisations have come a long way. HR and recruitment are the departments that need to make that happen, and then HR must change to a more business-oriented and creative decision-making organization.

HR now needs to do extensive data collection and analysis to help and guide the organization's vision and organizational strategy development. HR needs more extensive competence and expertise in marketing, data analysis and marketing in social media than before. Today, HR most often uses the tools traditionally used in marketing and networking to reach a broader market and spread the word about the organization, its values, vision, benefits, and employee brand.

If the HR department is to meet future challenges, HR and Recruitment need to become more Evidence-based and data-driven. New tools and innovative ideas need to be used.

CHAPTER-I

Introduction

The HR field is changing and now faces modern technologies and new demands. The job market is also transforming the broader picture, technological innovation, and the overall rethinking of the global understanding of traditional systems. According to a CareerBuilder survey, 72% of employers think that some roles within talent acquisition will be automated within the next ten years. In the recruiting market, as many as 50% of the firms in the US are already using AI to source and screen candidates. Yet, they lose an average of 14 hours a week per person on tasks that could be automated and digitalized.

Automation will continue to increase, although it should not replace the human element in recruitment.

Recruiting has changed drastically in the past 20 years, moving from a paper medium to an almost paperless one. It has also brought many improvements to the field. And as it will continue to change and develop, it is always good to look ahead and stay one step ahead of the current trends.

Increasingly, businesses build on creativity, excitement, and technologies rather than investing in the traditional lucrative industries. The demand for a specific set of talents and abilities of an employee is also transforming. As a result, the needs and expectations set forth by the Human Resource (HR) specialists and Human Resource Management (HRM) are also changing. A recruiter is traditionally considered a bureaucrat who follows the policy requirements associated with a company's strategic goals and aspirations. HR as a function is now going to act in decision-making and then construct those very goals and aspirations.

Historically, recruitment has been conducted in office settings, but the future will undoubtedly incorporate more remote working. 2020 forced recruiters to reevaluate how and where they work for many white-collar industries. The dynamic of the COVID-19 pandemic accelerated the rate of transition to a remote professional environment. As many people now are working from home, they have been experiencing a much better work/life balance, and they are highly likely to want to keep flexibility at least some of the time. Candidates in the future can assume that, if possible, roles will come with the possibility of homeworking as a standard. The technological infrastructure with video meetings, chats, and digital workspaces is in place to support remote working for many employees. Managers support teams in various locations, and employers no longer need to come into the office. We will see many employees worldwide working for companies with offices in other cities or countries.

The more creative and out-of-the-box modern businesses and their goals become, the more flexible and advanced a recruiter will need to be. Having a sharp vision and understanding to look for and find suitable talent in a global market adds maximum value. Along with the changing requirements and expectations, HR needs to transform its How, What, and Why processes. Many experts see high technologies as the path to meeting market goals and their respective performance standards.

The modern labor market and labor force are undergoing vast transformations, including demographic changes, developments in understanding and implementing Artificial Intelligence, Automation, and digitalization. The future of recruiting will include Automation, strategic planning, and better integration with company objectives.

Companies now need to focus intensely on a recruiter's skills to manage and execute recruitment in a future market. The traditional skills and practices associated with the regular recruiter are becoming irrelevant and nonsensical, thus losing their value and demand. To preserve and further enhance the importance of HR and HRM in business and the global market, it is vital to match specific skills needed and adeptness upon assessing and evaluating other required competencies and talents, including creativity and critical thinking and emotional intelligence. These are talents that machines cannot perform, yet they are within the skills needed for the future.

What is the future?

Historically, a recruiter's function was the role of a bureaucrat, who follows the company's strategy, follows its vision, registers data, and finds the type of candidates asked for by leadership. The recruiting team was praised for how fast it found and hired a candidate that fit the requirements requested.

However, the field is changing drastically within a rapidly changing business environment. We are rethinking the role and importance of an employee while considering the day-to-day difference between the market and demand, the prevailing high competition, and the current information and technological advancements that compel HR to adapt to the new reality.

Digital hiring tools are rising as the pandemic has accelerated their use. When companies rethink how they hire, AI and Automation are necessities for growth in a post-pandemic workplace. To screen a large talent pool, recruiters must adopt hiring technologies such as Automation and AI.

The benefits increase hiring quality, time savings, and improvement at pre-and post-hire talent acquisition stages. Companies will learn to achieve these goals without losing the critical human connection. Companies fear using AI as part of the screening and hiring process, making the company seem impersonal. But it is the opposite; Automation can offload the repetitive, process-driven tasks to a bot, allowing people to be more available and have more time to connect with candidates.

An effective hiring process should include people from start to end. AI will not replace the recruiter's role. Instead, intelligent Automation can supplement the work by filtering data quickly, transparently, more BIAS free, and without error. AI and digitalization will free recruiters to focus on the most important aspects of hiring, such as making personal connections with candidates. The candidate wants more updates on the recruitment process, and those recruiters with support from AI will be able to do it more often.

Bias should not be present, and if it appears in the screening and hiring process, AI-driven tools, automatization and digitalization can help end discrimination through data. For example, automation and AI-powered video interviews enable decision-makers to conduct the same interview with each candidate and ask the same questions.

Digital reference checks will decrease bias and increase diversity instead of over the phone. The same questions apply to each reference check. Screenings with a psychometrics test both on personality and logical thinking will increase. Recruitment tests are more automated, with less human interaction; some systems are AI-powered, with instant feedback to the candidate instead of human-led input. The result is fewer human interactions and less bias.

Personal development, the ability to add new skills, is quickly becoming the fastest-growing skill for recruiters. Recruiters bridge a company's hiring needs and vital human resources (HR) initiatives. Skills including diversity and (D&I), decision-making, and strategy are rapidly becoming the most sought-after skills in a candidate. Recruiters will clarify the talent data, reshape employer branding, and streamline the virtual hiring process.

In a post-COVID environment, remote hiring will play an essential part in the globally professional landscape. Technology, workplace models, and organisations' faces are expected to drastically change to accommodate a rapidly evolving professional landscape.

Recruiting is about more than just hiring for the next position, the next quarter, or the following year. The employer must consider the evolving recruitment trends that have not yet affected the organisation. A successful recruitment strategy should encompass current needs but be flexible enough for tomorrow and a few years.

HR needs to follow seven main directions/trends/challenges to succeed.

- The main actions of a recruiter or recruitment team should be part of a mission-critical approach.
- Change of attitude: recruiters should become much more engaged in decision-making and planning, becoming equipped with more business-oriented skills and instruments.
- Recruiters must assume outcome-driven practices instead of traditional action-driven ones.
- Recruiters need to complement their work with technological systems.
- Recruiters need to refer to the following skills and duties:
 - a) Engaging passive candidates,
 - b) Practicing data analysis, and
 - c) Supporting and recommending executive leadership.
- Recruiting teams need to widen the team with different skills, abilities, and experiences.

There is a change in how companies perceive employees and their business contributions. As jobs become more creative due to technological advancements affecting routine tasks, talent significantly impacts processes and outcomes. Therefore, the ability and practice of a recruitment team to find and hire suitable candidates while overcoming the competition and several boundaries are essential.

Recruiters need to have a say in shaping and executing a company's organizational culture and business strategy, setting up more assertive communication, and broader cooperation with other departments and the executive leadership. To face the challenge, HR professionals need to obtain an entirely new set of skills, resources, and knowledge, including learning modern technologies to deal with routine tasks, which will give recruiters more time for talent acquisition and further assessment. Recruiting teams should also be equipped with skills in data analysis and deep market research/prediction practices to support their advisory institution with big data. In the future, HR will need to hire data analysts, marketers, social media experts, and many other similar jobs to join the team. As recruiters take more strategic roles in businesses, they must guide the hiring managers in decision-making.

Another challenge is determining how and why recruiters assess the workforce, forcing the team to develop an innovative approach to metrics while encouraging diverse types of training. The final goal of assessment should be not how fast a recruiter hires but how good the measurable outcomes are regarding goals and achievements. While the face of external recruiting is changing, companies will slash external recruiting budgets while bolstering learning and development strategies and influence.

Employers will build their workforce through internal mobility programs aligned to reskilling initiatives or engaging contingent talent instead of hiring externally. Realignment to internal mobility programs allows increased engagement, lower costs, a shorter hiring process, and, most notably, improved retention.

Today, a company employs a workforce of different ages and generations, using a different approach to reality and work. Thus, HR's function should provide common ground to trigger cooperation and collaboration in teamwork, thereby dramatically enhancing productivity and retention.

In short, HR and recruitment are undergoing a drastic revolution. Employee hiring has become talent acquisition, which has pushed the area to rethink all operational and visionary systems and institutions. Today, Human Resource Management is standing on a life-changing precipice: it should either adapt to rapidly changing world, technological advancement, a new working culture and belief system or become irrelevant.

Today, HR experts confront several challenges. If appropriately developed, they should succeed and find a firm place in the future job market by creating the prospective employee within the scope of the human-machine, co-existing, and cooperation. It is about goal-driven performance around the company's strategy and vision that entails developing a simple instrument of employee assessment based on customer feedback. A more comprehensive data analysis-based institutional planning and workforce shaping is mandated.

HR needs to transform itself from being a serving business to becoming the driving force of the latter. The role and function of HR are crucial to the design and implementation of the organizational structure and to show a good workforce within the scope of market developments.

However, while HR experts give a core value to their role in long-term success, research shows that only twenty-four percent of CEOs and executive leadership share the same vision. Therefore, HR has two main challenges. First, it needs to change the nature of its role and importance among traditional management. Secondly, it needs to restructure its organizational and institutional essence to deliver a game-changing plan.

The primary role of HR will be to develop, execute, and preserve a company's culture and long-term vision; it should build and run bureaucratic and organizational activities, talent acquisition, strategy development, and performance within it. I suggest the likelihood of several challenges that the sphere will have to meet and manage long-term planning based on analyzing and predicting future market demands and developments. As a result, we are finding and preparing the respective flexible workforce.

Another challenge will be designing and implementing the company's strategic vision and culture, paralleling market developments. HR needs to rethink the human factor: an employee should be identified as the primary core value that drives the business. HR needs to invest, research, and develop new models that embrace successfully delivering skill, labor, and technology towards goal completion.

Trends in Recruitment

Collaborative Hiring

Collaborative hiring uses multiple layers and stages of recruiting, allowing the candidate to meet with the company's teams. The procedure creates alignment and cooperation at an early stage. In addition, the approach directly affects how executives perceive employees,

giving the entire team a voice in the hiring process and making them the kind of decision-makers that can enhance self-esteem and trigger productivity compared to the traditional model's leadership's role such that their say is dominant.

Collaborative hiring has proven successful in reducing staff turnover, which positively affects the overall recruitment strategy of the company. Large companies perceive the method as an instrument that can turn every employee into a recruiter and brand ambassador. Such an approach has been proven to motivate the greater involvement of the whole team in the business, thereby enhancing the quality of the workforce and reducing the workload of the HR department.

As mentioned, one of the strengths of collaborative hiring is helping to reduce the workload of a recruitment team, allowing it to dedicate more time and resources to talent acquisition. Collaborative hiring leads to dialogue and collaboration between employees and HR personnel, which results in more excellent teamwork. Employees gain more business ownership, causing an enhanced sense of responsibility and remarkable dedication. As candidates experience teamwork in the hiring process, they are more likely to join the company.

There are advantages to collaborative hiring and some significant disadvantages: the time it can take and the disruption to output. Some of the benefits of collaborative hiring are the authentic voice of the employee: employees may be the most effective brand ambassadors. They are likely to view the candidate as credible and correct, so what they say is expected to be believed.

A crucial point here is that employees must be engaged and enthusiastic, or it will put the candidate off about the role and the company altogether. Candidates are likely to get a realistic

preview of their job and teammates before accepting the position; there should be few surprises or disappointments once they start. The benefits are ample. Employee involvement may improve referrals: becoming involved in the hiring process can encourage the workforce to feel valued and make employee referrals. Improved productivity: if employees feel they have an essential role in hiring a candidate, they might feel motivated to stay involved in helping, mentoring, and training the new hire, who will have more of an incentive to do well.

Faster onboarding: the candidate will have gotten to know the company well during the interview stage and find it easier to settle in.

One of the disadvantages of collaborative hiring is the time it takes. If the entire workforce has a say in new hiring, the recruitment process will take longer, and there is a risk of losing top candidates and a drop in production for the company itself. Technology is so advanced that live remote video allows everyone to participate without leaving their workplace. Another disadvantage is the lack of formal recruitment training: there is a risk that staff could unwittingly ask the wrong questions or discuss illegal areas in the hiring process. It would be difficult to check all interactions with candidates or even record them in case of a formal complaint. Bias is added when more untrained people participate in the recruitment process, which no one wants

Ignoring employee input is included disadvantages. When using the collaborative hiring model, it is essential to embrace it wholeheartedly. If employee feedback is only advisory, it should be made noticeably clear. If employees feel their advice is being ignored or disregarded, it could result in resentment or refusal to participate in the future. There have been no definitive studies of the success or failure of collaborative hiring, so if you are going to try it, you should evaluate the process continuously.

Recruitment Marketing and Online Recruitment

The classic recruiting model is outdated. In today's highly competitive war for talent, recruiters must do more than simply post jobs online and wait for a response. A company can ensure a pool of qualified candidates for every position excited about their brand by incorporating marketing strategies. Concisely, recruitment marketing is a process of finding, working up, and attracting prospective talents by the HR team, using traditional marketing tools and approaches. Recruitment marketing effectively coordinates a business' internal and external market, ensuring efficiency and competitiveness. Among the multiple functions of recruitment marketing are labour market research, identification and assessment of the gaps and needs in the workforce, the development and promotion of a company's employee brand, and the rise of the business culture. In their marketing approach, HR assumes that the business constantly collaborates with the market, including the competition, while defining the supply-demand equilibrium and other characteristics. The core goals of the approach are:

- spreading the word in the market on a job offer
- triggering interest
- convincing a prospective talent to perceive the company as their next employer
- convincing talent to apply and compete for the positions looked for by the company

As HR and recruiters take a more business-oriented role, marketing adds to the process by supplying the necessary tools to review candidates, employees, and positions as a product of the overall marketing strategy.

There is a significant strategic part: you are searching for candidates that could impact your organization, not just immediately available ones. There's an increased focus on passive candidates, and success relies on carefully building personas of people who "fit" your company. These candidates could end up being hired in the future, but equally, they might not. Either way, though, they should be of a sufficiently high quality that your company will receive help from building relationships with them. It is essential to move fast with metrics like time to hire or time to start leading the way to engage the teams to evaluate. Once recruitment marketing programs are set up, and you have begun to build a pipeline of candidates that are a good fit for your company, expect to see accelerated processes. For example, your team will never have to start new searches from scratch; there will always be a pool of engaged candidates to contact about new opportunities.

Recruitment marketing is an easy decision for companies concerned about the candidate's experience. People do not apply to companies; people apply to brands. They are looking for commonality or some idea or sense of mission they share with the organisation. So, it is hardly surprising that 55% of talent leaders in the USA see employer branding as the top investment priority. As candidates and customers look for companies to take stronger stances on social issues, recruiters will increasingly focus on employer branding. While highlighting the company's products, rewards, and office amenities, it will become essential to show how it supports employees, customers, and communities, particularly in times of crisis.

The way you project and market your brand is fundamental. You need to use the right content on your careers page and nurture suitable campaigns with the right messaging about your EVP. To be successful To do it at scale and do it measurably, you need recruitment marketing in the future. The right recruitment marketing platform will help you track the effectiveness of different campaigns on the generating pipeline. Still, it will help you prioritise the best investment of your time and resources. We should not forget that merely

having a pipeline or pool of talent that you can dip into will reduce costs. You do not need agencies and ads if you can find relevant candidates in your database.

The best systems today take away administration and are AI-powered. The system will sense where you get the most attraction from candidates and put more advertising money on that ad. Today's best systems also know where you will find your candidates, what social media platform ads when you scroll internet pages, or what kind of jobs they have searched for in the past. When it comes to talent acquisition, quality always trumps quantity. Organizations face the problem because the quality of the candidates who visit their websites and browse their jobs does not apply. These people are not necessarily ready to jump through the hoops of the application process. They might be willing to learn more about your company, but they are not "ready to apply". Recruitment marketing and online recruitment help organizations become more proactive about the talent person they are going after. Whether through events, pipelining, content, or talent networks, recruiters have the tools to engage suitable candidates more effectively.

Networking: also, an Online Recruitment

Networking is a social and professional activity aimed at finding a quick and effective solution to an existing personal or entrepreneurial problem with the help/aid of friends or acquaintances. The core value of such interaction is trust and the willingness to cooperate among people. Thus, networking is an essential tool in the recruiter's toolbox to collect up-to-date client/applicant/candidate information. In addition, technological advancements add value to the company's social media and other platforms that have created boundaries between people and HR professionals actively using LinkedIn and Facebook to reach talent through a mutual person.

Professional groups within online social platforms such as LinkedIn and Facebook are a significant source of prospective candidates for specific job offers, posting a listing or directly approaching a desired professional. In addition, these groups can ask for aid as a reference or suggestion.

Networking is a crucial asset in setting up communication and personal/professional ties, while it is also an indirect method of presenting/branding a business to peers.

Most job posts and replies appear in real-time, which helps increase your efforts in attracting more candidates. As a result, you can reach a bigger audience. If you are looking for younger recruits, then online recruitment is probably the most effective and efficient

strategy possible; almost all 18–29 age groups are active internet users in Europe and the US.

You can make your job ad more dynamic: posting a job online or via social media platforms gives you a chance to be more creative with your ad; for instance, you could create and attach a short video showing the benefits of working for your company. Your use of technology can say a lot about

your company culture, helping attract specific types of candidates in the process. Businesses that use technology prove they are not afraid to innovate and are open to new and exciting things.

For all its benefits, there are downsides to online recruitment to think about and consider: Costs can spiral

Depending upon the online platform you use, you may have to pay a subscription fee or other costs to post your vacancy. For example, some sites require a membership fee or charge for extra services like application tracking or analytics to manage your advert. Also, if you are not getting the kind of response you are looking for, the costs of leaving the ad running can accumulate.

It can be challenging to measure effectiveness.

Not all online recruitment services offer an in-depth analysis of your posting; therefore, it can be hard to figure out what is and is not working and how to perfect your ad. Of course, it is a widespread problem in offline recruitment, too, but it is worth remembering that just because you have posted an ad online does not mean that you will always have access to reams of metrics and supporting data. There is much competition.

The main downside to following trends is that everyone else does the same thing. As a result, your post can quickly become buried under a mountain of other job offers, forcing you to pay more for extra exposure or risk not being seen. Furthermore, when it comes to social media, you are at the mercy of Facebook or Twitter's algorithms, meaning that whom you target is someone else's hands.

Evidence-based recruitment

The basic principles of evidence-based hiring are simple:

Use current best evidence, data, and practices in every hiring decision. Wherever possible, use the science, processes, and evidence-based tools. Find the personal attributes that predict success on the job. While it seems obvious, many companies assume what predicts success; similarly, some focus on past success without considering their future aspirations. Create a goal hiring system targeting these attributes. Wherever possible, eliminate the corrosive impact of instinct and bias. The research on the subject is stunning. Even with overwhelming data and evidence, people tend to believe in their instincts to predict performance.

Configure the tools and process for the job. Your application, assessments, and interviews should be configured for your needs specific to the industry and the attributes necessary to your organization. Measure the metrics, check, and adjust to maximise results. Like any other process you put in place, define how you evaluate its effectiveness. Identify and analyse the metrics, then report on and analyse them. Modify the hiring process accordingly. For example, measure the candidate experience, hiring manager satisfaction, turnover, and whether the system and tools predict job performance.

The benefits of evidence-based recruitment are:

The candidate experience data is positive. They like the process, and it reflects the organization well. Hiring managers like the new process: it is more efficient and gets the best candidates to interview. The interview is efficient and valuable.

The data shows that you are hiring the best candidates based on on-the-job performance if you analyses it. The hiring process adds efficiencies, reduces turnover, and contributes to organizational success.

When the recruiters start gaining experience in recruiting, there is a dark side. The problem with growing expertise in recruiting positions is that you gain confidence in your judgment. And that gut feeling about job candidates clouds the decision-making of even the best of us. Evidence-based recruiting is when you build your recruiting practice on the best available scientific evidence. What is scientific evidence? It is not expert opinions, TED Talks, or blog posts. Why not? Because they are opinions without rigorous methods behind them. Sure, there is often wisdom in the words of HR influencers, but basic evidence-based guidelines

should be in place. At the core of evidence-based recruiting should be a hiring algorithm. An algorithm is simply a formula that calculates the score of each job candidate. Algorithmic decision-making is simple: you hire the candidate with the highest score.

Trends in Screening Methods

I/O psychologists have studied selection methods with meta-analytic methods for around one hundred years. There is a clear consensus that General Cognitive Ability (GCA) – also known as General Mental Ability (GMA) – is a versatile and robust method. They are considering the simple-to-use and cheap plans available.

Especially as a screening method, the GCA measure is robust for several reasons. First, for most jobs, the requirements are not set in stone. Especially in startups or companies working in dynamic markets, the contents of employees' appointments tend to change often. GCA is a measure that shows how well the candidate would learn new things. Second, when the job requirements are complex or unique, higher information processing capacity, which GCA measures, helps candidates perform better.

Research suggests that the best predictive validity is achieved when GCA is coupled with other methods that preferably are "MECE" – meaning mutually exclusive and collectively exhaustive. The other methods used should be robust, but they should measure different constructs than the GCA tests.

Famous companies such as Google measure GCA and other variables – namely, "Googleness" – that they have internally found predictive of future performance. Some evidence-based factors found in I/O psychology are conscientiousness and integrity; most companies would get better results with these methods than using classic unstructured job interviews as the go-to method.

One common mistake made by hiring managers is not structuring their job interviews. How do you compare candidates if you ask each one a different question? And how do you expect to employ actual talent if you let a human error become a part of the process? If you use the so-called free talk method to interview candidates, you will get along better with some than with others. Structuring interviews takes some work, but the principles are simple.

- The same questions are asked of each candidate in the same order
- free talk is minimized
- the evaluation criteria for each question are decided beforehand.

The two best types of questions are behavioral and situational. Behavioral questions ask about the candidates' past performance to predict how the candidate is likely to perform in the future. Situational questions present hypothetical situations and ask how the candidate would proceed in each case. The outcome of designing a structured interview would be an "interview booklet". The guide provides a set of predetermined questions (based on variables you deem necessary for success on the job), room for notetaking, and a written guide for evaluating each question.

Decision Time

So, you have built your hiring algorithm (hopefully based on evidence) and collected data to measure those variables using tests and structured interviews. When you let an algorithm decide for you, you will improve about 50% in predicting work performance. The exciting fact is that even the most experienced recruiters with years of experience fail more often than algorithms.

Let us go one step further. Even when there is a group of experts and more data available, their decisions are worse. Why and what can you do to improve on it? A reason, as mentioned, is that these bad choices arise from various psychological biases. As humans, we are overly influenced by first impressions, personalities, and values, among other things. Because hiring decisions have many prediction problems – "which candidate would perform the best on the job?" – we should use statistical algorithms as tools originally built for prediction problems.

Evidence-based

Decision-making is the first step toward next-generation recruiting. Various HR tech applications will adopt most of the algorithmic methods discussed here in the future. Still, by knowing the basics, you can start making better decisions while waiting for Big Data and AI to become mainstream in the industry.

Artificial Intelligence

One of the most essential 'hot' topics today is the rise and development of Artificial Intelligence (AI) and Machine Learning, applying it in the Human Resources sphere. Digital hiring tools are on the rise, and the pandemic has accelerated using these tools. So when companies rethink how they hire, AI and Automation will be necessities for growth in a post-pandemic workplace.

To screen a large talent pool, recruiters must adopt these hiring technologies. The benefits are increased hiring quality, time savings, and improvement at pre-and post-hire talent acquisition stages. In addition, companies will soon learn to achieve their goals without losing the critical human connection. While companies may fear that using AI as part of their screening and hiring process will make them seem impersonal, it is the opposite. Automation can offload the repetitive, process-driven tasks to a bot, allowing people to be more available and have more time to connect with the candidates.

An effective hiring process should include people from start to end. AI will not replace the recruiter's role. Instead, intelligent Automation can supplement that work by filtering through data quickly, transparently, more bias-free, and without error. AI and digitalization will free recruiters to focus on the most important aspects of hiring, such as making personal connections with candidates. The candidate wants more updates on the process than before, and the recruiters with support from AI have time for it.

With the ongoing mass automation of work and labor, many aspects of human performance subject to breaking down into algorithms will soon be replaced by Automation and software. As a significant stake in HR procedures is directly connected with routine tasks and bureaucracy, machines and programs will perform these duties eventually, leaving people out. Currently, AI is widely used in such HR processes as screening and assessing candidate applications and CVs at the early stage of hiring, thereby saving time and resources in reviewing and shortlisting candidates at the application stage, which once was the primary duty of an HR team.

However, the possibilities offered by an AI are much simpler than time-saving; the primary value of employing AI in the recruitment process today is its objectivity. As a result, an average recruiter's absence of cognitive biases subconsciously admits. Experience, worldview, and other beliefs influence several aspects of the recruitment process, resulting in the loss of suitable talent. People are naturally subjective and prone to stereotypes, with

such variables as race, religion, age, school, or even appearance affecting the shortlisting process. Here is where the role of an AI is crucial: it has no biases, except those you input into the program. Thus, as AI ignores several variables, the quality of the hire improves.

An AI-based technology helps to automate application screening from time-saving to workload liberation. It is a vital tool to adopt, as it gives the HR team more ability to perform creative action, i.e., talent acquisition. AI can screen and shortlist hundreds of CVs and applications in minutes, sometimes seconds, which translates into hours, even days, for a human recruiter. Moreover, unlike humans, AI does not make mistakes, and it will never miss or lose an application. AI can analyse big data, looking for patterns and specific characteristics.

AI takes on another set of duties an HR team needs to communicate with hundreds of applicants, especially on "template" topics, notifications, registration, and follow-ups.

Aside from hiring, the HR team uses AI-based data analysis to manage the existing workforce. An example of its application is reducing turnover based on patterns of earlier experience.

One example of AI for recruitment is Tennga. It is a fully automated interview robot with Diversity & Inclusion software, powered by 15 years of experience in unbiased recruitment. When integrated into the recruitment process, a social AI robot can objectively assess soft skills and personality traits through blind interviews. Tennga's interview analytics and candidate recommendations assist recruiters and hiring managers to make better decisions while simultaneously delivering a more honest, fair, and exciting candidate experience. If there is anywhere that bias should not be present, it is in the screening and hiring process. AI-driven tools, automatization and digitalization can help drop discrimination through data, objectivity, and predictive models. For example, automation and AI-powered video interviews enable decision-makers to conduct the same video interview with every candidate with the same questions.

Screenings with a psychometrics test both on personality and logical thinking will increase. Their use has become more automated, with less human interaction. Some systems are even AI-powered, with instant feedback to the candidate, instead of human-led test results input.

Another aspect of AI is the use of machine learning to remove biases. About 60% of managers decide on a candidate within a few minutes; more experienced managers take less time. Each manager is more biased than they anticipate.

Textio, a company that offers an augmented writing platform, allows companies to write more inclusivity in their hiring and employer brand content. For instance, the recruiting software scans a job advertisement and suggests swapping out a phrase that attracts more candidates who identify as male. Words such as 'exhaustive,' 'enforcement,' and 'fearless' are statistically likely to attract more men when included in job posts or recruiting emails. Words and phrases like 'transparent,' 'catalyst,' and 'in touch with' are more likely to attract women.

It is essential to continually evaluate your AI systems to ensure the algorithms are not introducing biases of their own.

Ai Chatbots

People are now used to interacting with chatbots as tools powered by artificial intelligence (AI) algorithms to have basic conversations with humans. For example, if a candidate on your career page has a question, they can get a quick and reliable answer via a chatbot without an HR department member taking the time to reply. They can be programmed to initiate interactions with candidates and ask them a set of predefined questions. They can then shortlist candidates, giving recruiters a quality set of candidates.

Chatbots in recruitment are a considerable advantage, and it helps to save time. A simple chatbot has a database of information, and the answer options must be created beforehand. Other chatbots exist that develop more independently. They learn from interactions and can cope with more complex situations. When a question is entered into the chat window, it is broken down into parts and analysed by the bot. The system reacts to specific keywords and structures and selects a given answer based on these. These bots are suitable if the conversation consists of simple questions and no honest discussion. You already know many chatbots from your everyday life. Customer service often uses them in theory, but Alexa and Siri are also bots. Many large companies even go as far as to use the chatbot to conduct interviews with candidates who seem promising.

Benefits of AI

AI has many benefits for the modern-day recruiting process. For example, eliminating time-consuming tasks through Automation allows recruiters to dedicate their time to the other studies that often get neglected. In addition, AI can help reach KPIs, like reducing hiring time and increasing qualified applications. It can also help recruiters understand their recruiting process

better and make the necessary improvements. The Recruiter can learn from the Ai system, what kind of things triggers recruiters Biases' and what are the things in a CV that triggers the recruiters to take the client forward or to decline the candidate.

Risks of AI

AI comes with the risk of putting the candidate's experience in jeopardy. By sending out an incorrect automated email or dealing with an unhelpful Chatbot, AI's less "human" side may decrease candidate satisfaction. One recent example of AI gone wrong in the news was when Amazon's gender-biased AI recruitment tool had to be shut down after unfairly favoring male candidates.

Automation

Automation is defined as "the technique, method, or system of operating or controlling a process by highly automatic means, as by electronic devices, reducing human intervention to a minimum." For example, recruiting Automation is automating the recruiting process so that software or tool can do specific tasks faster and more straightforwardly. Automation will continue to shape recruiting as automation technology develops. One of the critical elements is candidate nurturing via email automation. For example, you can stay in touch with candidates by sending automated nurturing emails, like a welcome email to your talent pool or a monthly newsletter. You can also use automated emails to make sure each application receives an immediate response so that a candidate does not have to worry whether you have received their documents.

The system's time-saving functions are vital when looking for new recruitment software. You can end up with a cheap recruitment system that takes too much time to use such that you need more hours to do the work than if you had used a system with a good user interface and Automation. In addition, a good HR and recruitment system should eliminate spreadsheets and other documents outside the system.

Automated HR and recruiting systems combine the comprehensive functionality recruiters use in their daily work. In short, the company can save money and time.

Candidate experience is becoming more critical: candidates can make or break your recruiting process. When used correctly, Recruiting Automation can help enhance the candidate experience. For example, Automation can help to create a more personalized experience.

Some of the benefits are:

1. Increased productivity

One of the significant benefits of recruiting Automation is increased productivity. By automating tasks, you will have more time to work on the candidate's experience.

2. Easier candidate nurturing

Another benefit of recruiting Automation is the ability to nurture candidates more efficiently. For example, through automated emails and newsletters, you can stay in touch with more potential candidates without creating an individualized process for each one. And through candidate nurturing, you can improve the overall candidate experience.

New Challenges with Recruiting Top Talent

The future workforce will have virtual and in-person components, which means that recruiting and hiring efforts will need to be hybrid to meet the needs of each unique job seeker. Many companies have now shifted away from an in-person-driven approach to a hybrid recruiting model that uses virtual hiring tools to provide an incredible candidate experience for every job seeker, regardless of physical location or stage in the hiring process.

The talent competition will become increasingly tricky as more companies transition to permanent remote or hybrid models. Companies moving to remote workforces offer employees a chance to relocate (now an in-demand benefit). As a result, these companies can tap into talent located anywhere in the world. The implication is that there is more competition for top talent in traditional talent pools, but it also breaks down barriers to broader talent pools regardless of physical location. Instead, talent acquisition teams will need to find new ways to compete and attract talents, such as offering more engaging interview experiences to prospective candidates and remote or hybrid work models to new hires.

Methodology Of Study:

The research will employ a mix of qualitative methods and Quantitative method, including Survey of HR professionals, current and potential employees, and a thorough analysis of existing recruitment processes at Shine Projects. By combining these approaches, the study aims to provide a comprehensive understanding of the dynamics and potential impacts

Of agile recruitment on the organization.

Statement of Problem:

This study was intended to understand the Agile recruitment process. Also, tried to understand the challenges, advantages, disadvantages. and outcomes of the Agile recruitment process. This research was intended to understand the effectiveness of Agile recruitment in the current Market.

Research design:**Type of research: Quantitative research**

This research is a quantitative research method as it helps us in providing statistical data obtained from HR professionals and Employee regarding various challenges, advantages, disadvantages and outcomes of the Agile recruitment process. This quantitative data has helped in understanding the effectiveness of the Agile Recruitment process.

Type of research design: Descriptive Research design.

Here the Research Design is the Descriptive method. The Descriptive Method describes the characteristics of the population or phenomenon studied. Descriptive Research Design includes Observational studies, developmental design, and research surveys. The Descriptive Research method can be carried out by collecting data with the help of Surveys as well.

Population: The data has been collected from:

- o HR professionals From different Company

Sampling Technique: The sampling technique that has been used for the research is Simple Random Sampling technique. The Simple random sampling is a sampling technique where every item present in the population has an equal and even chance of being selected in the sample. In this sampling technique, the selection of items is entirely dependent on probability, and thus this sampling technique is also known as a method of chances.

Sampling Unit:

The sampling unit in this research includes categories of individuals:

- a) HR professionals
- b) HR Intern
- c) HR Manager
- d) Employee

Sampling size: The total sampling size taken for the collection of data is 20 were Done the surveys.

- Data collection

Data was collected by using a combination of Primary and Secondary data.

- *Primary data:*

The Primary data was collected by carrying out two surveys via Google forms: one among Human Resource professionals ,Hiring Manager ,HR Intern ,Employee and the others.

The Survey acts as an essential tool for obtaining Primary data.

Surveys are a popular market research tool to collect feedback from respondents that helps us in obtaining a much wider perspective regarding the concept among the population studied.

- *Secondary data:*

Secondary data is the data available on research papers, magazines, newspapers etc. Secondary data for the research was acquired from research papers published in journals.

This secondary data is collected from various sources like:

- Research Gate papers
- Published articles on websites
- Various social media account
- Various data available on magazines, newspapers etc. related Agile recruitment.

Scope of Study:

The primary objective of the study on "Agile Recruitment: Strategies for Success in a Rapidly Changing World" at Shine Projects is to comprehensively investigate and analyze the relevance and impact of agile recruitment methodologies in the context of a dynamic and rapidly evolving business environment. The study aims to

- Evaluate Current Recruitment Practices
- Understand Agile Recruitment Strategies
- Examine Industry Trends
- Assess the Impact of Agile Recruitment on Talent Acquisition Efficiency
- Analyze Remote Work Dynamics
- Investigate Competitive Advantage
- Explore Employee Engagement and Retention
- Provide Actionable Insights

CHAPTER-II

Organizational Profile:



Shine Projects is a leading education company that offers live teaching & live doubts clearing for all the courses. We are currently operating in India, Middle East, US & UK. Shine Projects is a pioneer in conducting workshops for students and companies in India and abroad, to address the gaps and to take seekers to the next level.

Company's Vision:

“The Companies vision is to provide financial literacy to everyone whom we come across”

Product profile

As given in the company official website, the various educational products which they offer are

1. Life insurance advanced module
2. Banking advanced module
3. Personality Development Course
4. Career Orientation program
5. Share Markets Basic-Intermediate Level
6. Financial Markets Crash Course
7. Share Markets Advanced Module
8. Mutual Funds Advanced Module
9. Life Insurance Advanced Module
10. Banking Advanced Module
11. Personality Development Course

What exactly does the company offer ?

- Training in financial services domain, online courses, and student internships.
- 7 Days course (continuous & without a break)
- Course completion Certificate Upon finishing the course(no exam)
- 1Hour live teaching followed by 1hour doubts clearing session daily(to ensure individualattention)
- Study Material is given absolutely free of cost
- Missed a live session? Nothing to worry - They have frequent repeat classes.
- Every classroom session of the course is unique, fresh and LIVE.
- Chance to attend same classes unlimited times whenever they're conducted.

Company's pitch to its prospective customers:

The company attracts its potential customers by offering the following ideology: "We offer LIVE course (not pre-recorded one) which the customers can access unlimited times & doubts will be cleared individually after the LIVE session.

These are some of the aspects of the company that it claims make it different from similar players in the market:

- One stop solution for all financial courses
- LIVE class for every course (no pre-recorded videos)
- Unlimited access to the course
- Customer-centric approach to the process
- Increasing the service quality & professionalism

About Company's Founder:

A passionate educator and lecturer, he has worked on international platforms, catering to audiences in India, Middle East, U.K, and the U.S. He started Shine Projects in 2017(Jan) with the mission of providing sound financial literacy and awareness to everyone. He strives to make his modules affordable and easily accessible for all. His in depth knowledge and drive, coupled with ability to think on his feet and innovate has today turned his passion project into India's fastest growing education company.

One of the strongest pillars of his initiative has been his ability to connect and interact with his students with absolute ease and comfort. It is due to his vast experience in taking offline & online courses, that he can ensure all his classes are highly interactive, which enables him to make even the most complicated of concepts, easily understandable to everyone.

In addition to being an educator, he has also written extensively on financial markets, even providing his insights and inputs to many acclaimed academic journals and papers, and is also an active guest speaker. Since equal access to education is an issue that is absolutely close to his heart, apart from

training students and interns, he also volunteers at Make a Difference to teach English to the underprivileged.

CHAPTER -III

Company's Competitor profile:



Fig 3.. Shine Projects Competitors

SWOT Analysis:

A SWOT analysis is an incredibly simple, yet powerful tool to help you develop your business strategy, whether you're building a startup or guiding an existing company.

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Strengths and weaknesses are internal to your company—things that you have some control over and can change. Examples include who is on your team, your patents and intellectual property, and your location.

Opportunities and threats are external—things that are going on outside your company, in the larger market. You can take advantage of opportunities and protect against threats, but you can't change them. Examples include competitors, prices of raw materials, and customer shopping trends.

Strengths	Weaknesses
<ul style="list-style-type: none">• LIVE sessions• Unlimited access to customers• Doubts will be cleared individually after the LIVE session	<ul style="list-style-type: none">• The number of enrollment in other countries is lower• No diversification in products• No regional language
Opportunities	Threats
<ul style="list-style-type: none">• Courses useful for all the age category• Growing digitalization in India• Transform the ways of working of the industry	<ul style="list-style-type: none">• Data Privacy• Competitors Pressure• High cost for doing the LIVE sessions

Table1. A SWOT analysis of Shine Project's current market standing.

PEST Analysis:

A PEST analysis is a strategic business tool used by organizations to discover, evaluate, organize, and track macro-economic factors which can impact on their business now and in the future. The framework examines opportunities and threats due to Political, Economic, Social, and Technological forces. Outputs from the analysis inform strategic planning processes and contribute to market research.

A PEST analysis is useful for any organization that needs to gauge current and future markets. The significance of each area in PEST Analysis will vary for different industry sectors. For example, there is likely to be a different emphasis on the technology element for IT organizations compared with those involved in health, tourism, mining, defense, and banking.

Politic	Economic
<ul style="list-style-type: none">• Importance of education and financial literacy can be increased• Intellectual property protection	<ul style="list-style-type: none">• Cost of resource such as books and papers
Social	Technological
<ul style="list-style-type: none">• Lot of experienced faculties are there	<ul style="list-style-type: none">• India has more opportunities in digital society

Table2. A PEST analysis of Shine Project's current market standing

CHAPTER-IV

Working Process

KRA, or Key Responsibility Areas, are based on the job description of a person and are used when assigning tasks that they are expected to perform. Employees are solely responsible for the specific KRAs assigned to them. KRAs are a larger goal. For example, as a content writer, your KRA would be to produce content that performs and ranks well.

WEEK- 01	WEEK- 02	WEEK- 03	WEEK- 04
<ul style="list-style-type: none">• Introduction• In depth about company and product• Social Media Handling	<ul style="list-style-type: none">• Learn Funding & Profile handling• Lead Generation	<ul style="list-style-type: none">• Recruit BDA(Business Development Agents)• Onboarding	<ul style="list-style-type: none">• Provide Assistance• Performance Evaluation

- Apply business concepts and theories to real-world decision-making .
- Increase proficiency in specific business disciplines; such as human resources management, operations management, marketing, accounting, statistics, economics, finance, and business law.
- Develop and improve business skills in communication, technology, quantitative reasoning, and teamwork.
- Observe and participate in business operations and decision-making.
- Meet professional role models and potential mentors who can provide guidance, feedback, and support.
- Expand network of professional relationships and contacts.
- Develop a solid work ethic and professional demeanor, as well as a commitment to ethical conduct and social responsibility.

Learning:

Marketing & Promotions

Promotion is a type of communication between the buyer and the seller. The seller tries to persuade the buyer to purchase their goods or services through promotions. It helps in making the people aware of a product, service or a company. It also helps to improve the public image of a company. This method of marketing may also create interest in the minds of buyers and can also generate loyal customers.

It is one of the basic elements of the market mix, which includes the four P's: price, product, promotion, and place. It is also one of the elements in the promotional mix or promotional mix or promotional plan. These are personal selling, advertising, sales promotion, direct marketing publicity and may also include event marketing, exhibitions, and trade shows.

Consumer Behavior towards brand:

Consumers consider some attributes of the product before making a decision. Keller (1993) stated that the brand image is the whole the reflection and understanding about the product that he has in his mind. Brand is as an image that public remember & which makes a positive brand image and easily recalled by the people. As make people to think about everything from business side, brand image was created as well defined brand image benefits the company in the long term (Morgan and Hunt 1994). Brand image is also referred to as the customer perception through more emotions towards selected brand

Cold calling & Objection handling:

Objection handling means responding to the buyer in a way that changes their mind or alleviates their concerns. Some reps argue with their prospects or try to pressure them into backing down — but this isn't true objection handling. Prospects typically end up more convinced than ever of their position; worse, salespeople lose the trust and rapport they've built up. Instead of telling your prospect they're wrong, help them come to a different conclusion of their own accord. And if you can't persuade them, that's a good sign they're a poor fit.

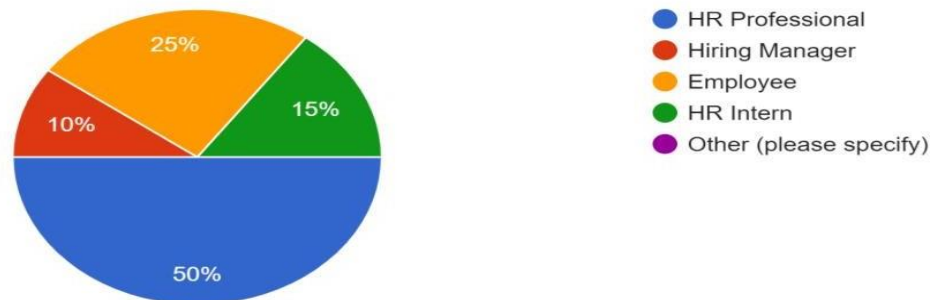
Conversion of leads to customers:

When it comes to the lead conversion process, this term encompasses the various actions you take with a prospect or lead: calling them back after their first contact with you, classifying them as a lead when applicable, and sending lead nurturing emails to them. It also references whether or not your staff follows up and engages with a prospect or lead. Engagement with leads is a critical part of the lead conversion process, and poor lead engagement can result in losing a lead to a competitor who is more engaged and timely in their response.

CHAPTER-V

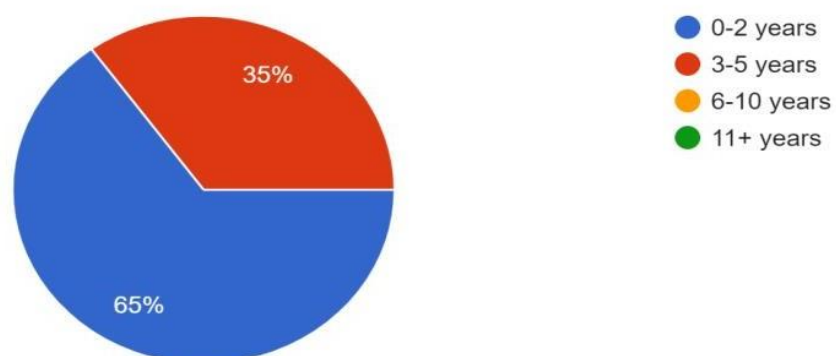
SURVEY RESPONSE

Position/Role:
20 responses



In the above survey of agile Recruitment there are 50% HR prpofessional, 25% Employee, 15% HRInterns and rest 10% Hiring manager.

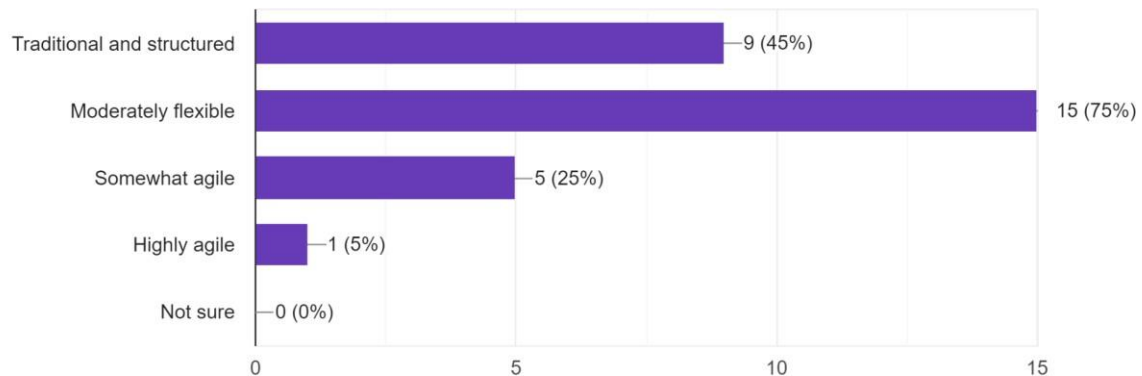
Years of Experience in Recruitment
20 responses



On the basis of findings of survey results out of 100% there are 65% people are 0-2 year of experience and 35% people have 3-5 year of experience in the HR field.

How would you describe the current recruitment practices at your organization

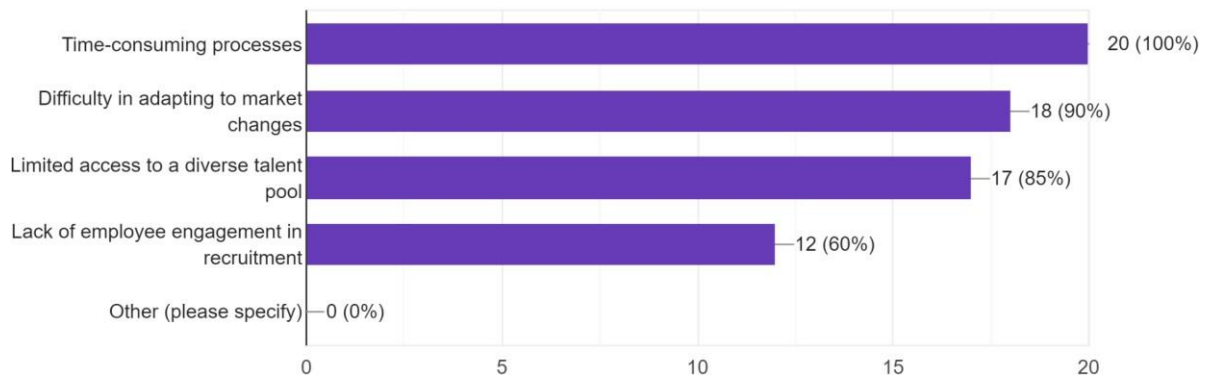
20 responses



On the basis of findings of survey results 75% describe that their organisation follow moderate and flexible recruitment practices at their organisation ,45% agreed on traditional and structured approach and 25% align on Agile part and rest 5% follow highly agile approach in Recruitment.

What challenges, if any, do you currently face in your organization's recruitment process? (Check all that apply)

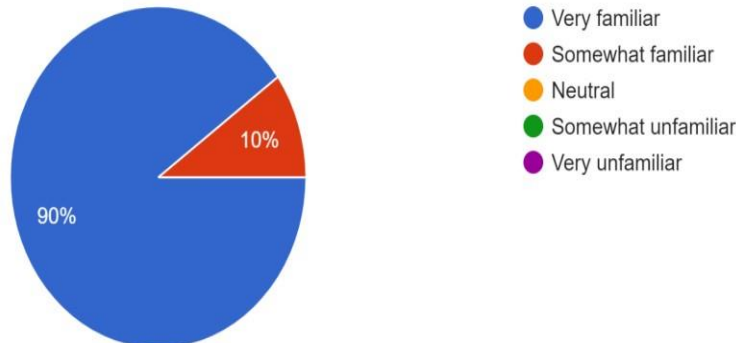
20 responses



On the basis of findings of survey results 100% support it is a time consuming process ,90% face difficulty in adapting to market changes, 85% face limited access to a diverse talent pool,60% agree they face lack of employee engagement in recruitment.

Time-consuming processes Difficulty in adapting to market changes Limited access to a diverse talent pool Lack of employee engagement in recruitment Other (please specify)

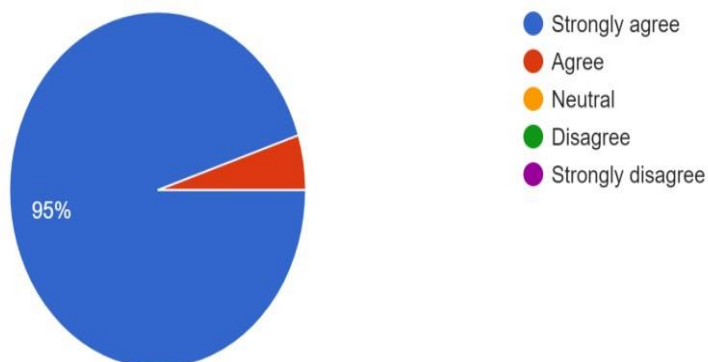
20 responses



The findings of the survey Results indicates 90% professional think that Time-consuming processes Difficulty in adapting to market changes Limited access to a diverse talent pool Lack of employee engagement in recruitment.

Do you believe that adopting agile recruitment strategies can enhance the efficiency of talent acquisition?

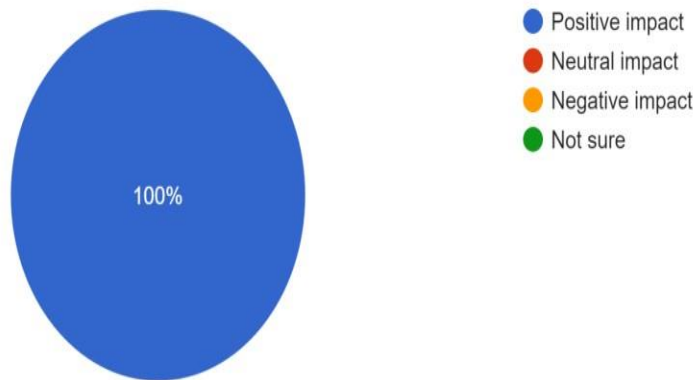
20 responses



The findings of the survey Results indicates 95% of professional strongly agree that adopting agile recruitment strategies can enhance the efficiency of talent acquisition and rest 5% agree on this approach

In your opinion, how might agile recruitment impact the integration and management of remote employees

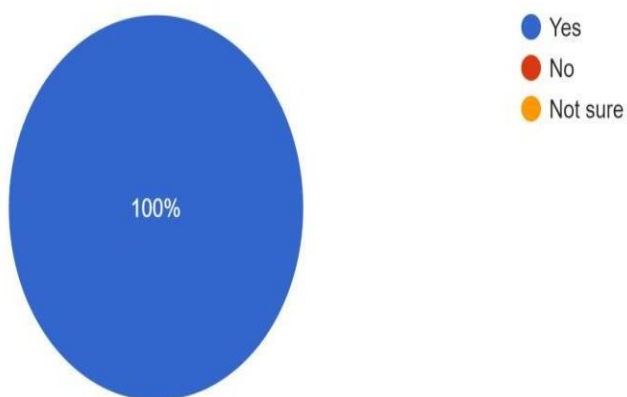
20 responses



On the basis of finding of result every professional agree that agile recruitment impact the integration and management of remote employees is positive.

Do you think agile recruitment can provide a competitive advantage in attracting top talent?

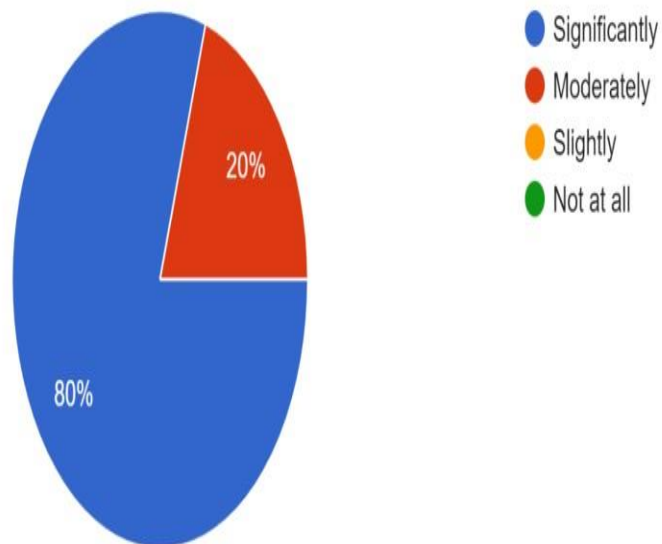
20 responses



The findings of the survey Results indicates every individual agree that agile recruitment can provide a competitive advantage in attracting top talents.

To what extent do you believe agile recruitment practices contribute to employee engagement and retention

20 responses



The findings of the survey Results indicates out of 100% there are 80% who significantly believe agile recruitment practices contribute to employee engagement and retention and rest 20% moderately believe this diverse approach.

FINDINGS

The research explores the paradigm shift in recruitment methodologies with a focus on Agile Recruitment. It delves into the dynamic landscape of talent acquisition, emphasizing the need for agility in response to evolving business environments. The study investigates how Agile principles, originally designed for software development, can be seamlessly applied to the recruitment process. It highlights the importance of adaptability, collaboration, and iterative processes in identifying and securing top talent.

A key aspect of Agile Recruitment is its iterative approach to candidate selection. The research dissects how continuous feedback loops and incremental progress contribute to a more efficient and effective hiring process. The paper emphasizes the role of collaborative hiring teams in the Agile Recruitment framework. It evaluates how cross-functional teams enhance communication, foster innovation, and expedite decision-making in the selection process. An exploration of how technology, such as applicant tracking systems and AI-driven tools, integrates seamlessly with Agile Recruitment. The study assesses how these technologies streamline processes, reduce bias, and improve overall recruitment outcomes.

A critical evaluation of the impact of Agile Recruitment on candidate experience. The research addresses how the iterative and collaborative nature of Agile practices positively influences the perception of potential candidates. The paper introduces and analyzes key metrics tailored for measuring success in Agile Recruitment. It explores how these metrics go beyond traditional hiring KPIs and align with the iterative and collaborative nature of the Agile framework.

The future directions of Agile Recruitment and its broader implications for the field of Human Resources. It outlines potential innovations, emerging trends, and the evolving role of HR professionals in an agile talent acquisition landscape.

Conclusion

Recruiting efforts will have substantive effects on your company shortly, and the list of responsibilities is growing. Senior leadership will be expecting a high-level analysis of all functions, including recruiting and HR. You will need to account for the rate of retention, success, and candidate experience. Your future recruiting efforts must integrate your company's business objectives and be locked into its broader mission, especially as employer branding takes on a greater focus for candidates. The tools you need will be more sophisticated, but the benefits should be enormous. Imagine simplified screening, candidate relationship management platforms, and other AI tools to surface the top candidates.

Virtual recruitment technology, such as virtual career fairs and interviews, allows HR and talent acquisition teams to reach, engage with, and hire more job seekers from various cities with more diverse backgrounds. COVID-19 has motivated companies to break down regional barriers that previously prevented them from hiring candidates who did not meet specific criteria, particularly their proximity to an office space. Technology offers a real-time solution to improving DEI initiatives, exploring different channels and verticals for recruiting while giving companies access to more extensive and diverse talent pools. As the workforce becomes hybrid, so will recruitment tools and methods. For example, a platform that allows a job candidate and recruiter to video chat, then schedule an in-person meeting and houses the data from their virtual and in-person touchpoints all in one place will be a transformative tool for talent acquisition teams.

Personal communication and candidate experience remain essential. But the fact remains that I cannot imagine the future of recruiting technology without artificial intelligence and innovations working alongside social networks and recruiting platforms. Only those who will process a vast number of databases and minimise the participation of a human in all these processes will remain, but only if they do not forget the human side of recruitment.

Experts and practitioners in the recruiting field have already started to position themselves for a significant shift, transforming their role from servants of business (their more traditional role) to actual performers. Current and up-to-date recruitment teams have a decisive say in constructing, preserving, and sharing their values, vision, and

organizational strategy. Recruitment teams are now more collaborative than before. They engage in enhanced communication with executive leadership and assume more marketing functions while doing business, branding, and data analysis. In addition, the recruitment goal includes assessing and evaluating employees, unlike when HR's responsibilities stopped after the hiring stage.

Technologies that once replaced many jobs have become valuable instruments in recruiters currently performing those routine tasks. These technologies now give more room and time for HR to be creative. For example, the current use of high-tech in HR includes software for searching, sorting, and filtering prospective candidates at the early stage of hiring while helping to convince them to take a job by showing the company's strengths, benefits, and values.

Soon, the HR and recruitment field will turn to Artificial Intelligence, availing themselves of enhanced and overwhelming Automation, examples of which have already been evaluated and shown to be enormous successes. Technologies will save HR teams resources and reduce human mistakes and bias to an unprecedented level while enhancing hiring quality and making hiring less costly and time-consuming.

Constant improvement is a crucial point to success. None of us is good enough to architect a system on paper that will be flawless. Most of our processes – even, or perhaps especially, new ones – are filled with bugs and overlooked errors. The best strategy is to accept upfront that any new technology will require a back-and-forth process of tweaking the process to accommodate the technology and the technology to meet the requirements of the process. This constant process of minor improvement and change will evolve your strategies.

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