

THE STATE OF AUTOMATED INTERVIEW MANAGEMENT: 2023 SURVEY REPORT





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About the Survey

Talent Board and Phenom surveyed recruiters, talent acquisition (TA) professionals, and TA leaders between January 10, 2023 and February 10, 2023, regarding candidate screening, scheduling, and interviewing processes. Our survey explored the use of recruiting, artificial intelligence (AI), and automation technologies to streamline these processes, enhance efficiencies, and improve the experiences of candidates, recruiters, and hiring managers. We received nearly 300 anonymous responses online from participants at companies of all sizes and industries worldwide.

Introduction

Recruiters and hiring managers have historically moved through the candidate screening and interviewing process at a deliberate but inconsistent pace, taking weeks or even months to make hiring decisions. This approach is no longer viable. Not only does it negatively impact the candidate experience, but in today's fast-paced talent market, it causes TA teams to lose promising candidates to more nimble competitors.

Recent research by Talent Board confirms how critical the need for faster and more efficient candidate screening and interviewing has become: more than one-third of recruiters and hiring managers have difficulties with candidate screening and assessments; nearly one-third struggle with scheduling candidate interviews; and nearly three-quarters continue to struggle with manual administrative tasks across the recruiting process.

In light of <u>intensifying talent shortages</u> and <u>downsized recruiting</u> teams, forward-thinking employers are adopting recruiting, AI, and automation technologies to boost screening and interviewing speed as a way to improve overall recruiting efficiencies.

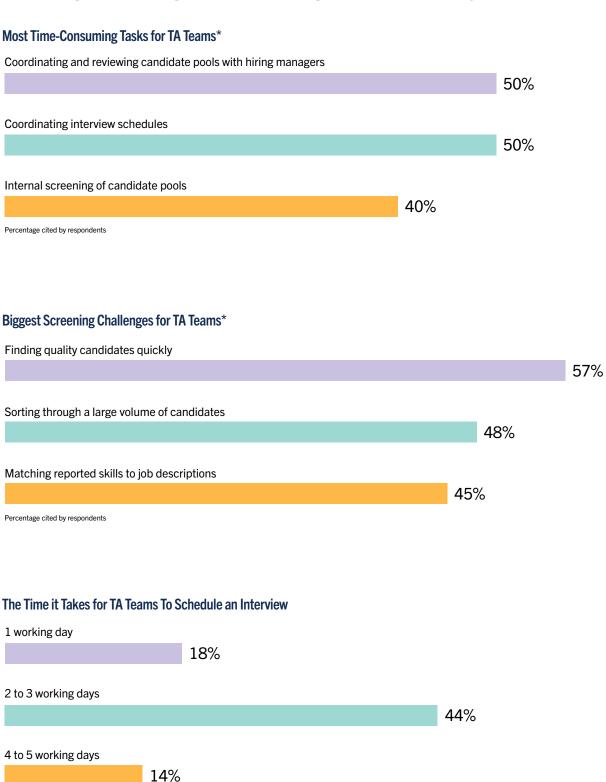
These technologies reduce or eliminate time-consuming manual tasks, identify qualified candidates more quickly, and streamline hiring workflows — all of which help ensure the best possible experiences for candidates, recruiters, and hiring managers alike.

Phenom and Talent Board surveyed TA teams across the world to learn more about their use of (or lack thereof) recruiting, AI, and automation technologies to facilitate screenings and interviews. What tools and tech are they currently using, how often do they use them, and do they actually facilitate efficient hiring? What are their biggest screening, scheduling, and interviewing challenges, and which tasks require the most time and effort?

Their responses to these and other questions provide valuable insights into their organization's progress in adapting to the evolving talent market, along with several key opportunities for improvement.

Key Takeaways

Throughout the interview experience, our survey revealed some of the biggest challenges TA teams face are coordinating and scheduling interviews and finding best-fit talent in a timely manner.



^{*} Participants were permitted to check more than one response.

Percentage cited by respondents



Key Takeaways

Recruiting automation technologies are essential to ensuring the best possible experiences and outcomes for candidates, recruiters, and hiring managers.



32% said they were on track with their hiring goals. When chatbots, texting, Al-powered interview scheduling, video interviewing, and real-time feedback systems are utilized, participants hit some or all of their hiring goals — 200% higher than if they didn't use any of these technologies.



60% use video technology to screen and assess candidates, saving significant time and effort.



75% use video technology to conduct job interviews — 46% do so across all job types and 29% do so for remote positions.



40% of the participants who use chatbots and texting for candidate screening automate the process of making alternative job recommendations to candidates who don't fit the ideal profile — 42% higher than those who only use phone and email.



26% of the participants who use chatbots and texting for candidate screening take one day or less to do so — 17% more than those who only use phone and email.

UNDERSTANDING SCREENING AND INTERVIEWING TOOLS AND TECH

Texting — Use text messaging as an additional communication channel to quickly and instantly engage with candidates, which is increasingly preferred by job seekers (especially younger generations).

Chatbots — Automated software applications that use texting to answer candidates' questions or provide assistance and information throughout the recruiting process. Al-based chatbots are trained to have human-like conversations using natural language processing.

Al-Powered Interview Scheduling — Using an Al-based tool to automate interview scheduling (including rescheduling, reminders, updates, etc.) with little or no human intervention.

Real-Time Feedback System — An automated system that integrates with an ATS and other talent tools to gather and track feedback from recruiters and hiring managers and share it with everyone involved in hiring decisions, all in real time.

One-Way Interviews — Standardized text, audio, and video screens that provide better alignment between recruiters and hiring managers while reducing time to hire. These flexible screening options give applicants more control in the interview process, affording them the opportunity to put their best foot forward to represent their authentic selves.





Findings

RECRUITER/HIRING MANAGER SPEED & EFFICIENCY

1. How would you rate the experience of screening, scheduling, and interviewing candidates in terms of speed and efficiency on a scale of 1 to 5?



The majority of participants (37%) rated their experience 3 out of 5, indicating there's room for improvement. We broke these ratings out into the following sub-categories:

1A. Ratings by Job Title

When we break out responses to this question by participants' titles, we find that recruiters represent the lowest rating, while VPs and above represent the highest (see Table 1). This trend of higher ratings among more senior team leaders is one that Phenom and Talent Board have seen consistently in past research projects, indicating that the closer survey participants are to the "front lines" of talent acquisition, the more dissatisfied they seem to be throughout the hiring process.

Table 1. Recruiter/Hiring Manager Speed & Efficiency Ratings by Job Title

JOB TITLE	AVERAGE LIKERT SCALE
VP and C-suite Ratings	3.7
Manager and Director Ratings	3.6
Recruiter Ratings	3.4

"The closer survey participants are to the 'front lines' of talent acquisition, the more dissatisfied they seem to be throughout the hiring process."

1B. Ratings by Number of Job Requisitions

The survey revealed that too many requisitions erode satisfaction levels with current screening, scheduling, and interviewing processes, jeopardizing recruiter performance and the candidate experience. When recruiters are carrying more than 75 annual open requisitions each, participants' speed and efficiency ratings drop to 3.1 (see Table 2). And when we consider the responses of recruiters only, the ratings fall to 3.1.

Table 2. Ratings by Number of Job Requisitions

TOTAL NUMBER OF JOB REQS	AVERAGE LIKERT SCALE
Under 40	3.5
40-75	3.7
More than 75	3.1

1C. Ratings by Screening and Interview Scheduling Time

When it takes more than a week to screen candidates after application submission, participants' ratings drop to 2.9 (see Table 3). When scheduling a first interview takes more than a week, ratings fall further to 2.8 (see Table 4). When rescheduling an interview takes more than three days, ratings fall to 3 stars (see Table 5).

Table 3. Ratings by Screening Time After Application

SCREENING TIME	AVERAGE LIKERT SCALE
In real time	3.6
1 working day	3.9
2-3 working days	3.5
4-5 working days	3.7
More than a week	2.9



Table 4. Ratings by Scheduling First Interview

SCHEDULING TIME	AVERAGE LIKERT SCALE
In real time	3.9
1 working day	3.5
2-3 working days	3.5
4-5 working days	3.6
More than a week	2.8

Table 5. Ratings When Rescheduling an Interview

RESCHEDULING TIME	AVERAGE LIKERT SCALE
In real time	3.6
2-4 hours	3.7
5-8 hours	3.7
1 working day	3.1
2-3 working days	3.4
More than 3 working days	3.0

1D. How Ratings Are Impacted When Recruiting Technologies Are Used

According to the data, the use of recruiting tech has a markedly positive effect on TA teams' satisfaction regarding their speed and efficiency. When TA teams use video technology during screening and interviewing, survey participant ratings increase to 3.8 stars. When chatbots and texting are used during the screening process, participants' ratings jump significantly to 3.8 stars (see Table 6). When hiring managers have access to tools and systems of record (excluding messaging apps and email) that provide real-time feedback on candidates, their ratings rise to 3.8 stars. And when a chatbot is used to schedule interviews, ratings go even higher to 4.1 stars.

Table 6. Ratings When Recruiting Technologies Are Used

TECHNOLOGIES USED	AVERAGE LIKERT SCALE
Video Technology to Screen/Interview	3.8
Chatbots and Texting During Screening	3.8
Access to Tools and Systems or Record	3.8
Chatbots to Schedule Interviews	4.1

2. How are you progressing against your hiring goals?

We're on track for all job roles in all locations

32%

We hit some of our hiring targets

41%

We're behind on our goals but doing the best with our given resources

23%

We're behind on our goals and turn to staffing agencies when needed

4%

Percentage cited by respondents

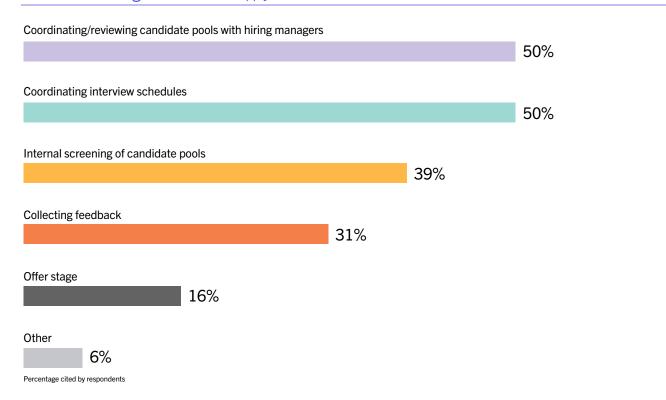
Making progress against hiring goals is complex and there are a number of potential contributing factors, including the following from our research:

- Unrealistic or overly aggressive goals
- Broken application, assessment, or interviewing processes
- Subpar or neglected employee referral programs
- Insufficient or ineffective employer branding and recruitment marketing materials that fail to accurately convey the company's mission, culture, and commitment to its employees
- Lack of recruiting technologies that automate repetitive manual processes
- Disjointed point solutions that impede efficient collaboration among all talent stakeholders

To make continual progress against their goals, TA teams must carefully monitor these and other critical components of their recruiting process, track their advancement, and adjust tactics and strategies as needed.



3. Which are the most time-consuming tasks related to candidate screening, scheduling, and interviewing? (Select all that apply)



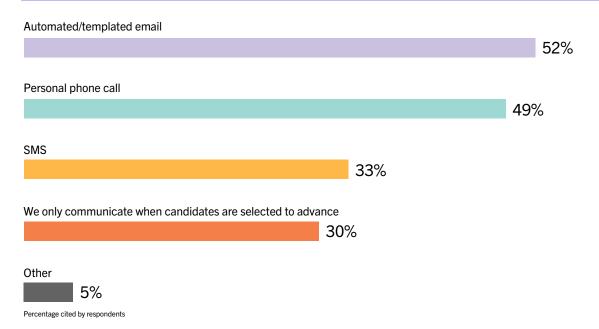
These findings aren't surprising, as Talent Board's <u>latest benchmark research report</u> shows that screening and interviewing is the number five priority of North American TA teams for 2023, and candidate screenings, interviews, and <u>coordinating/collaborating with hiring managers</u> are regularly identified as top challenges for TA professionals.

Fortunately, the industry is responding and there are a growing number of Al-powered technologies (including individual software solutions and more expansive integrated platforms) that streamline these time-consuming tasks and improve the speed and efficiency of TA teams. However, judging by the numbers, many companies have yet to take advantage of these intelligent tools or don't have access to them.

These tools facilitate faster candidate reviews and screenings, automate interview scheduling, provide virtual interviewing services, and enable real-time collection and sharing of feedback — all of which improves the speed and efficiency of TA teams, a significant advantage in today's extremely competitive talent market.

"Fortunately, the industry is responding and there are a growing number of AI-powered technologies (including individual software solutions and more expansive integrated platforms) that streamline these time-consuming tasks and improve the speed and efficiency of TA teams."

4. How do you communicate with candidates after they submit an application? (Select all that apply)



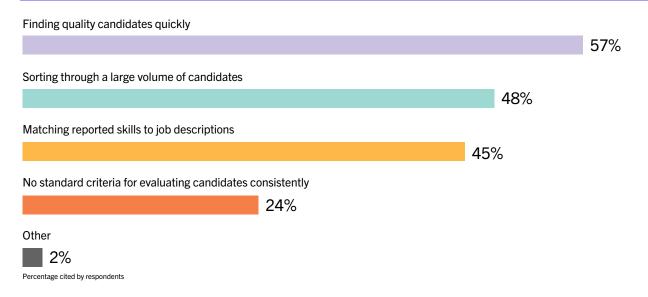
Most employers communicate with candidates post-application via emails, phone calls, and SMS. Somewhat surprisingly, roughly half of our participants make personal phone calls to candidates after application, although this might be a function of having lower applicant volumes in some cases. Even so, given how busy TA teams are and the sheer number of applicants who frequently respond to job postings, it's encouraging to see so many teams employing this human touch — a clear best practice when it comes to delivering superior and highly rated candidate experiences. However, this manual approach to candidate communication also creates challenges.

In contrast, nearly a third of participants communicate post-application only when candidates have been selected to move forward. As Talent Board's benchmark research has shown time and again, this creates the dreaded application "black hole" that candidates find disrespectful and off-putting. They much prefer an automated response letting them know their application has been successfully submitted and what any potential next steps might be. When there is no post-application communication, job seekers tend to rate the company's candidate experience poorly.



CANDIDATE SCREENING

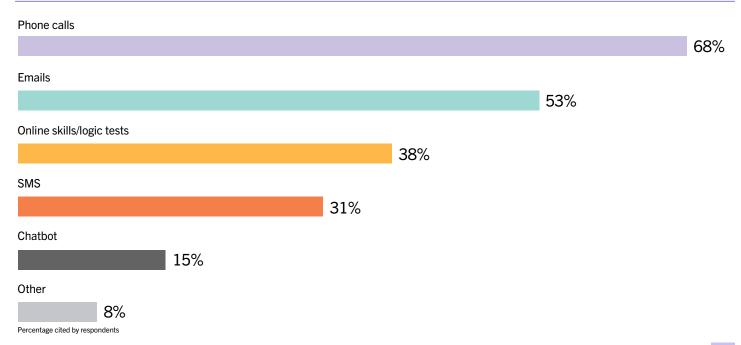
1. What are your biggest challenges when screening candidates? (Select all that apply)



The survey revealed that there is no standard criteria for evaluating candidates consistently for roughly onequarter of participants. This means gut instinct, emotion, and potentially bias can easily creep into candidate selection, interviewing, and hiring decisions.

Fortunately, there are plenty of trustworthy technology solutions to aid in these tasks. Nearly 80% of North American TA teams plan to purchase Al-based technology this year to identify the best candidates for open roles and remove bias from their application and screening processes (their number one planned tech purchase for the year), according to Talent Board's latest 2022 benchmark research.

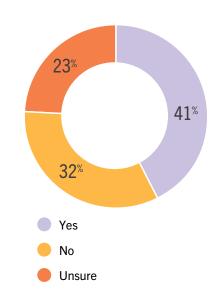
2. What tools do you use to screen candidates? (Select all that apply)



3. Do you also use video technology to screen candidates?

As evident from the responses to questions 2 and 3, the majority of screening is still being conducted via phone calls and emails, although TA teams are beginning to mix in some newer tools as well. For example, video screening surged as a result of the COVID-19 pandemic, but it continues to gain favor among recruiting teams due to the efficiency gains it brings — especially as it becomes more innovative (adding new screening options, new languages, and mobile apps) and employers hire more remote workers.

Text, audio, and video screening options also allow recruiters to serve more as talent advisors, building stronger relationships with candidates, collaborating more closely with hiring managers, and nurturing talent leads. A <u>Total Economic Impact™</u> study conducted by Forrester Consulting on behalf of Phenom showed that one company conducted more than 34,000 one-way interviews via video, which saved over 5,000 recruiter hours in less than one year.



The use of one-way text, audio, and video interviews, online tests, SMS, chatbots, and other emerging technologies are expected to grow, eventually superseding many of the older tools, for two basic reasons:

- 1. Younger candidates (Millennials and Gen Z) generally prefer their use
- 2. As TA professionals get more familiar with emerging technologies, their use naturally expands

We see this second trend among participants who reported using chatbots as a screening tool: their usage of video technology jumped to 86%. Among respondents who use SMS texting for post-application communication with candidates, their usage of video technology during screening rose to 75%.

Key Takeaway: When participants use chatbots and texting in the screening process, their satisfaction regarding speed and efficiency jumps from 3.5 out of 5 to 3.8 out of 5. It's the same with video technology that jumps from 3.5 out of 5 to 3.8 out of 5.



47%

27%

26%

For two-way interviews

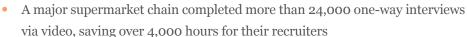
For pre-recorded interviews

4. How are you using video technology to screen candidates?

Although video screening technology is on the rise, more than half of companies surveyed are still not leveraging these time-saving tools.

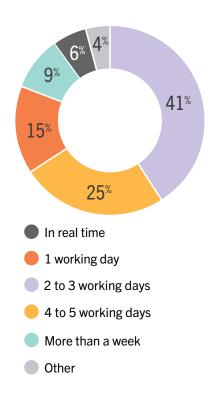
When we cross-analyze these statistics, we also see TA teams that use at least one recruiting technology tend to use others as well. Among participants who use chatbots during screening, the use of both live and pre-recorded video as a screening tool jumps from 27% to 46%. And the use of pre-recorded video jumps from 26% to 39% among participants who use SMS texting to communicate with candidates post-application.

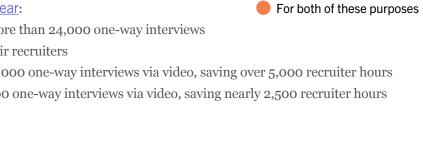
The benefits of one-way text, audio, and video interviews aren't limited to TA teams. Phenom clients have realized major time and cost savings by using video screening technology. In less than a year:





A major bank completed more than 14,000 one-way interviews via video, saving nearly 2,500 recruiter hours





5. How long does it take to screen a candidate after they've submitted an application?

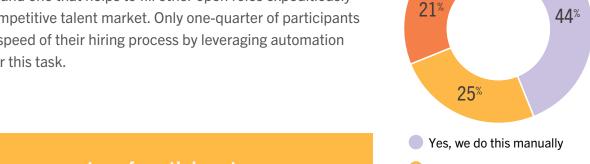
Currently, the vast majority of employers are having difficulty hiring qualified candidates, making it critical for TA teams to quickly and efficiently screen applicants and move viable candidates into the next steps of their recruiting process. While 62% are completing postapplication screening in three days or less, 38% take longer, risking the loss of quality candidates to employers who move more swiftly.

Al-powered screening tools are on the rise, and not just because they speed up the screening process. They also help TA teams better engage the right candidates and prioritize them via automated screening and filtering. And because these tools can integrate with other recruiting technologies (such as HRIS systems, ATSs, and CRMs), they can give employers an unprecedented view of candidates that goes beyond their backgrounds and skill sets — e.g., culture fit, potential value to the organization, how likely they are to stay or leave the organization within a specified timeframe, and more.



6. Do you recommend alternative job openings to candidates who don't fit the ideal profile based on their original application?

Recommending alternative job openings to candidates is a manual task for nearly half of our participants, and nearly a third don't do it at all. Today, of course, recommending alternatives to candidates is a best practice and one that helps to fill other open roles expeditiously in a highly competitive talent market. Only one-quarter of participants enhance the speed of their hiring process by leveraging automation technology for this task.



Only one-quarter of participants use

Yes, and we have automation tech to do this

10%

- No, but all qualified applicants move into our talent database
- We currently don't have the capacity to do this

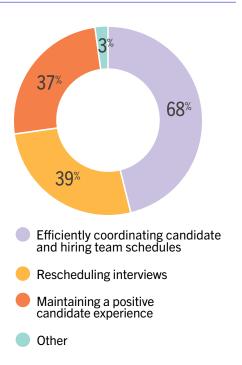


INTERVIEW SCHEDULING & RESCHEDULING

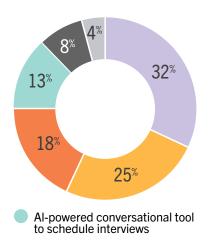
1. What are the biggest challenges you or your team experience when scheduling interviews? (Select all that apply)

Efficiently coordinating the schedules of candidates and hiring team members is the biggest interview scheduling challenge for our participants.

Given the traditionally manual nature of scheduling interviews, it's hardly surprising that it's a major time-suck. However, a growing range of tools is helping to streamline the scheduling process — tools that go far beyond basic calendar applications. **Al-powered scheduling tools, for example, automate the process for everyone involved (candidates, recruiters, hiring managers, etc.).** Although more employers are implementing scheduling automation tools, we found that a significant number of our survey participants are still using time-intensive, manual processes.



2. How do you schedule interviews?



 Al-powered conversational tool to schedule interviews and send reminders

Manually coordinate interviews using a calendar scheduling tool

 Manually coordinate interviews, but we plan to use AI technology

Manually coordinate interviews

Other

As we saw with screening, participants' satisfaction ratings related to their speed and efficiency rose with the use of smart recruiting technologies during interview scheduling.

Al scheduling tools reduce or eliminate manual tasks and allow recruiters to oversee the scheduling process, getting involved only when they deem it necessary or beneficial. Al-powered tools also keep screening and scheduling going 24/7 — a huge advantage in a tight, competitive labor market and one that conveys an employer's respect for candidates and their time.

The best AI-powered interview scheduling tools are integrated with recruiters' and hiring managers' calendars and incorporate conversational chatbots that instantly engage candidates who show interest in a company or a job. Hiring teams can then use a few customized questions to assess job seeker qualifications, schedule appropriate candidates for next steps and/or interviews, and reschedule when necessary. They're also able to send confirmation notices via email, SMS, or chatbots — and do all of this all in real time.

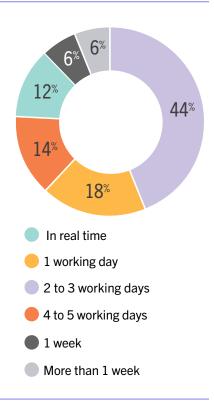


3. Approximately how long does it take your recruitment team to schedule an initial interview once a potential candidate has been screened?

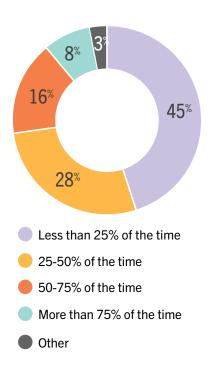
The less time it takes to schedule interviews, the better for busy TA teams. The ultimate time-saver — scheduling interviews in real time — provides a distinct advantage over having to continually revisit calendars.

Phenom has seen companies that use its automated scheduling tool achieve strong results including:

- A major manufacturing company saved 11,000 hours, with 61% of interviews booked in an hour and another 33% within one day
- A major transportation company saved 22,350 hours, with 40% of interviews booked in an hour and 41% within one day
- A tech company increased its speed to hire by 76% and cut 65 days off the recruiting process



4. How often do you need to reschedule interviews?

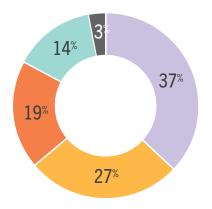


The need to reschedule interviews is inevitable. But with more than 50% of participants having to do it at least a quarter of the time, it's essential to make the task as painless and efficient as possible. Manual rescheduling not only costs companies time and money, it burdens candidates, which can be especially frustrating when changes are precipitated by recruiters or hiring managers.

The more time that passes in between booked interviews, the more likely a candidate will simply drop out of that company's recruiting process, which means companies that provide job seekers with a seamless, personalized, real-time experience (even when rescheduling) will have a distinct advantage over competitors that don't.



5. How do you reschedule interviews?



Use an Al-powered conversational tool that reschedules automatically

Manually coordinate rescheduling interviewing using a calendar scheduling tool (e.g., Calendly)

Manually coordinate rescheduling interviews, but we plan to use AI Technology

Manually coordinate rescheduling interviews

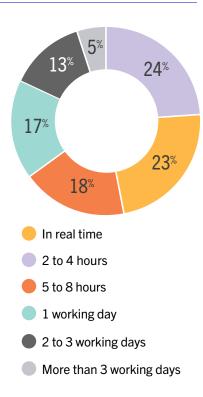
Other

When the need to reschedule arises, 78% of participants complete this task manually. In contrast, when participants use an Alpowered conversational tool to schedule interviews and send reminders, roughly half need to reschedule interviews less often (56% less often) than those who schedule interviews manually. And roughly eight out of ten said it takes less than eight hours to reschedule interviews, which is a 36% time savings over those who use a manual approach.

6. Approximately how long does it take your team to reschedule an interview?

Speed is of the essence when rescheduling interviews. In the time it takes some companies to reschedule an interview, another company can easily sweep in and engage a candidate through its own (faster) recruiting process.

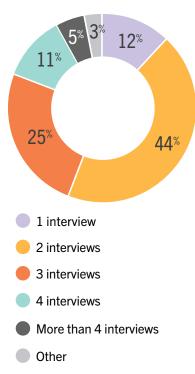
More than 80% of our participants reschedule interviews in less than one working day. For those who use a chatbot in the screening process, rescheduling time drops for 36% of respondents to within five to eight hours. For respondents who use SMS texting for post-application candidate communication, rescheduling happens in real time 28% of the time. Clearly, these technologies are helping to improve consistency and timeliness in the interviewing process.





CANDIDATE INTERVIEWS

1. How many interviews does the average candidate go through before a hiring decision is made?



The vast majority (81%) of participants conduct three or fewer interviews before making a hiring decision — a widely recognized best practice.

The number of interviews often depends on the job type. For example, high-volume hiring for hourly roles typically requires fewer interviews than exempt level corporate jobs. However, conducting more than two or three interviews for any job type carries risks in today's talent market, drawing <u>public criticism</u> and poor reviews that can compromise a company's employer brand. Holding more than two or three interviews also costs employers time and money, and may lead candidates to question whether a potential employer is respectful of its people's time or whether the organization has an efficiency problem in general.

2. Do you use video technology to interview candidates?

The use of video in the recruiting process skyrocketed during the pandemic and remains a valuable tool for TA teams across industries.

Talent Board's 2022 benchmark research confirms video interviewing and assessments will grow even further this year, as they were named by North American employers as one of the top 10 planned AI recruiting tech purchases in 2023.

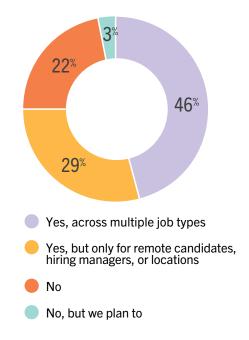
Among participants who currently use video technology to interview candidates:

- 61% conduct live video interviews
- 12% use pre-recorded video interviews
- 27% use both

The benefits of video-based interviews have been well documented, particularly for employers seeking remote workers. They include:



- Greater convenience and scheduling ease for both employers and candidates
- Capacity to speak with more candidates in a given timeframe
- Ability to assess soft skills
- Reduced time-to-hire



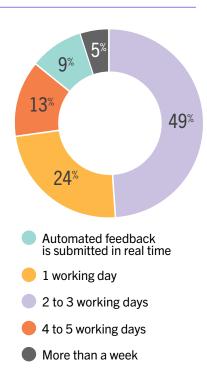
POST-INTERVIEW FEEDBACK

1. How long does it take to collect all recruiter and hiring manager feedback after an interview?

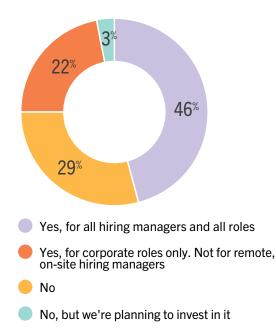
Timely feedback from recruiters and hiring managers is essential to efficient recruiting, not to mention keeping valuable candidates from being poached mid-process. Yet 67% of our survey participants report that it could take two days or more to receive feedback from the hiring team after an interview.

Some of this delay is likely due to downsized TA teams and the remaining staff being stretched thin, but it's also probably related to a lack of agreed-upon follow-up strategies and timeframes — common issues in the recruiting process.

One obvious way for TA teams to tighten up the feedback loop is to rely less on email, which remains the number one way that hiring managers and recruiters communicate. Even basic messaging apps and texting can greatly streamline the post-interview feedback process, and investing in recruiter/hiring manager collaboration tools can thoroughly transform it.



2. Do your hiring managers have access to tools and systems of record that can provide recruiting teams with real-time feedback on candidates (excluding messaging apps and email)?

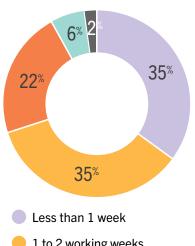


Having the right tools and technology in place is a major advantage in engaging top talent with speed and efficiency. Nearly half of our participants make such tools widely available for facilitating real-time feedback after candidate interviews, and another 22% make them available for corporate roles only. Nearly one-third of participants do not have access to these tools — a definite disadvantage. The more time that goes by without seeing and understanding candidate feedback, the more likely hiring managers and recruiting teams alike will lose candidates with any hiring potential.



JOB OFFERS

1. After going through the screening and interview process, how long does it take for a top qualified candidate to get to the offer stage?



1 to 2 working weeks

3 to 4 working weeks

More than 1 month

More than 2 months

Today's talent market is so competitive that candidates are often considering more than one job offer at a time. This means TA teams need to act decisively and swiftly from first contact through to the job offer stage or risk losing desirable talent.

Our participants are evenly divided when it comes to making an offer in less than a week versus one to two weeks.

In contrast, companies that deliver the highest-rated candidate experiences in Talent Board's annual benchmark research typically make a job offer within a week of a final interview. Making an offer with reasonable speed not only keeps great talent from being poached at the last minute, but it also increases a candidate's willingness to refer others to the company. When employers make job offers within a week of final interviews in Talent Board's 2022 benchmark research, candidates' willingness to refer others increased 76%.



Conclusion

Taking weeks to screen, schedule, and interview candidates no longer works in today's fast-paced talent market. When participants said it took one week or more to screen a candidate, it can then take one to two or more months to provide an offer after they were screened and interviewed. That's too much time. Speed and efficiency are imperative, as is quality and accuracy of hire. To achieve all of these goals, TA teams need access to intelligent recruiting tools and technologies, especially when qualified candidates are increasingly hard to find.

Al-based recruiting technologies enhance the performance of TA teams by automating manual tasks, sorting through candidate pools much faster, eliminating unconscious bias from screenings and interviews, and ensuring the best possible experiences for candidates, recruiters, and hiring managers.

Rather than removing the "human touch" from the recruiting process, these technologies actually enable recruiters and hiring managers to better select the most effective touch points and develop strategies to better nurture candidate relationships.

Savvy, results-oriented business leaders are going to empower their TA teams to implement more AI-based solutions in order to enhance their performance and better achieve goals and targets. Phenom and Talent Board look forward to reporting further on this critical topic within the talent experience ecosystem.



About Phenom

Phenom has a purpose of helping a billion people find the right job. Through AI-powered talent experiences, employers are using Phenom to hire employees faster, develop them to their full potential, and retain them longer. The Phenom Intelligent Talent Experience platform seamlessly connects candidates, employees, recruiters, hiring managers, HR, and HRIS — empowering over 600 diverse and global enterprises with innovative products including Phenom Career Site, Chatbot, CMS, CRM, AI Scheduling, One-Way Interviews, Interview Intelligence, Campaigns, University Recruiting, Talent Marketplace, Career Pathing, Gigs, Mentoring, and Referrals. Learn more at https://www.phenom.com

About Talent Board

Founded in 2011, Talent Board and the Candidate Experience Awards is the first non-profit research organization focused on the elevation and promotion of a quality candidate experience. Talent Board delivers annual recruiting and hiring industry benchmark research that highlights accountability, fairness and the business impact of candidate experience. Learn more about Talent Board at https://www.thetalentboard.org.

