

No Resumes Please

Paving the way for
talent-centric recruitment

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Executive summary

In today's competitive job market, companies go all-out to find and hire top tier talent. Using various modern channels, a huge candidate pipeline is quickly built, the cornerstone of which is the 'candidate resume'. The resume is used as the source of whole truth regarding the candidate's past accomplishments, skills and pedigree, and is expected to be a reliable representation of the candidate's suitability to the job.

In this report, we examine this claim using a variety of tools and data, and come to the conclusion that the truth is quite different. Candidate resumes are neither fully accurate, nor reliable. Many candidates exaggerate their qualifications and experience, making it difficult for recruiters to trust the information presented on paper. Critical pieces of information such as behavioural attributes are either missing or cannot be validated using resumes. Recruiters face a daunting challenge in trying to sift through the mountain of resumes at their disposal, filled with half-truths, to put it mildly.

As resumes cannot be objectively stack ranked, recruiters employ non-standard selection processes, and stick to 'safe' approaches such as ignoring valuable career-switch seeking candidates, leading to poor outcomes in downstream recruitment processes. Good candidates get frustrated, poor candidates get processed, and finding the right talent becomes an uphill battle for HR teams.

What then is the solution to these mounting challenges? An objective, fast, cheap, bias-free filtration process that does not rely on resumes, and is adaptable to various job roles and industries is the need of the hour. Custom assessments, tailored to individual job roles and matched to organisational needs, can be an effective solution to this problem.

Job postings get too many responses than can be managed manually

Top recruitment channels



Online job boards and career websites



Social media platforms



Recruitment agencies and headhunters



Employee referrals



Traditional recruitment channels (E.g. Career fairs, campus hiring)



Companies are using a multitude of new-age channels to try and reach their 'ideal' candidates, including social media bombardment, messaging groups and other innovative outreach strategies. Individual recruiters add fuel to this fire by using personal networks to tap into a wider pool of potential candidates, enhancing the job listing's reach.

The result: a deluge of resumes competing for a handful of jobs.

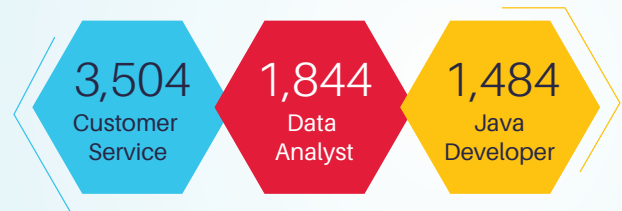
Fewer than **10** are shortlisted.

75% don't get past the initial screen due to various factors.

30% don't get a shot despite having the required skills.

Objective ranking on the basis of resumes is not possible, hence quick joiners, early applicants, lower CTC candidates get priority.

Average applications for common job roles



Source: HirePro analysis

Note: Sampling done on 3,000 jobs covering tech and non-tech roles for junior and mid level candidates.

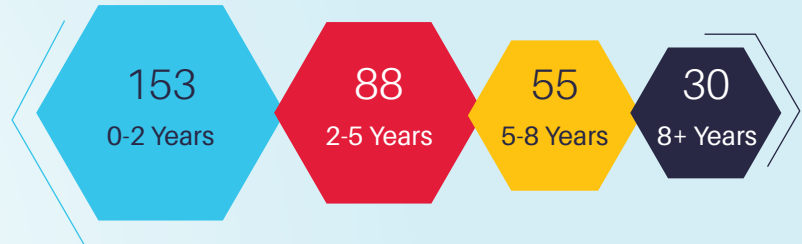
Job postings get too many responses than can be managed manually



~ 10 to 20 applications to land an interview.

~ 10 to 15 interviews to get an offer.

Split by years of experience



Job seekers follow a “spray and pray” approach to find a new job, resulting in mindless applications which clutter and overflow the recruiter’s inbox. The overwhelmed recruiter, in turn, chooses random or hasty selection strategies (random sampling, last in, first in, first seen, etc. – two thirds of recruiters spend less than a couple of minutes reviewing a resume!) which leads to genuinely qualified candidates getting ignored. Facing a less than one in twenty chance of landing an interview, candidates spray their resume even more, creating a vicious cycle.

Source: HirePro analysis

Note: Sampling done on 3,000 jobs covering tech and non-tech roles for junior and mid level candidates.

Resumes are peppered with numerous skills, despite candidates having minimal or no work experience or expertise in those areas



56%

Candidates claim skills they barely know

Job seekers are eager to beat keyword matching algorithms which rely on skills mentioned in the resume. Consequently, they fill the resume with a multitude of skills, including those in which they have barely any expertise or experience. They believe once they land an interview, they can talk their way through the process. However, all this approach results in, is an increase in interview rejection rates.

16-18

Median number of skills mentioned in resumes

5-7

Relevant skills as per job role or hiring manager

Source: HirePro analysis

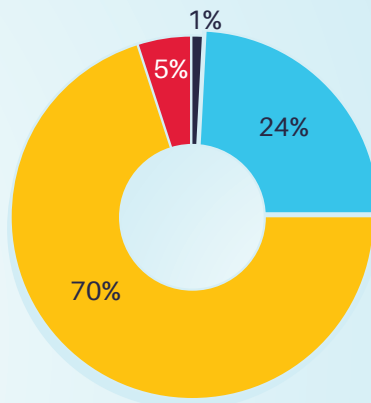
Note: Based on candidate resume analysis, surveys conducted with recruiters/hiring managers of 500+ organisations.

Recruiters do not trust resumes



Jobseekers lie in their resumes, up from 65% a decade ago. The use of standard resume templates, 'professional' resume writers, AI tools like ChatGPT, etc. exacerbate this problem.

It is clear that most of the recruiters do not trust what is written in the resume. However, many feel that there is no alternative. This is because either the organisational mandate is to use only resumes as the initial screening process or there is a lack of awareness about alternatives. Given a choice, recruiters would love to use alternatives, including technology to make their hiring more effective and lives easier.



- I rely on the resume 100%
- I mostly rely on the resume
- I go through the resume, but mostly rely on interview/candidate interaction
- I don't trust the resume, and solely rely on candidate interaction

Recruiters use their own judgment to gauge the truth about candidate skills.

Source: HirePro analysis

** Based on a survey conducted with 3,000+ recruiters and hiring managers

Jobs focus on behavioural skills; Resumes focus on technical skills



of JDs specify behavioural requirements

Over the past few decades, organisations have realised the critical role behavioural factors and cultural fit play in an employee’s success in the organisation. Consequently, job postings have increasingly emphasised the need for specific behavioural traits expected from job applicants, with most devoting almost half the listing to such requirements.



of JDs’ content focuses on behavioural requirements

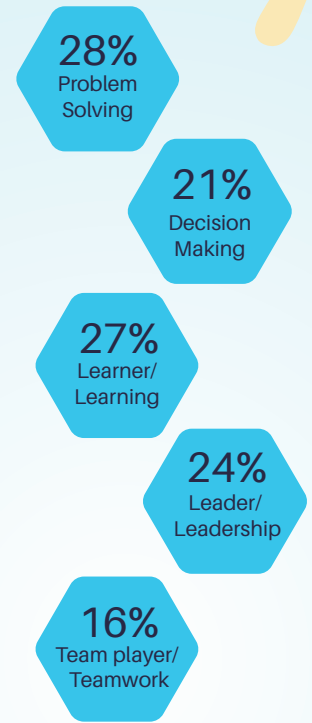


of resumes mention behavioural traits

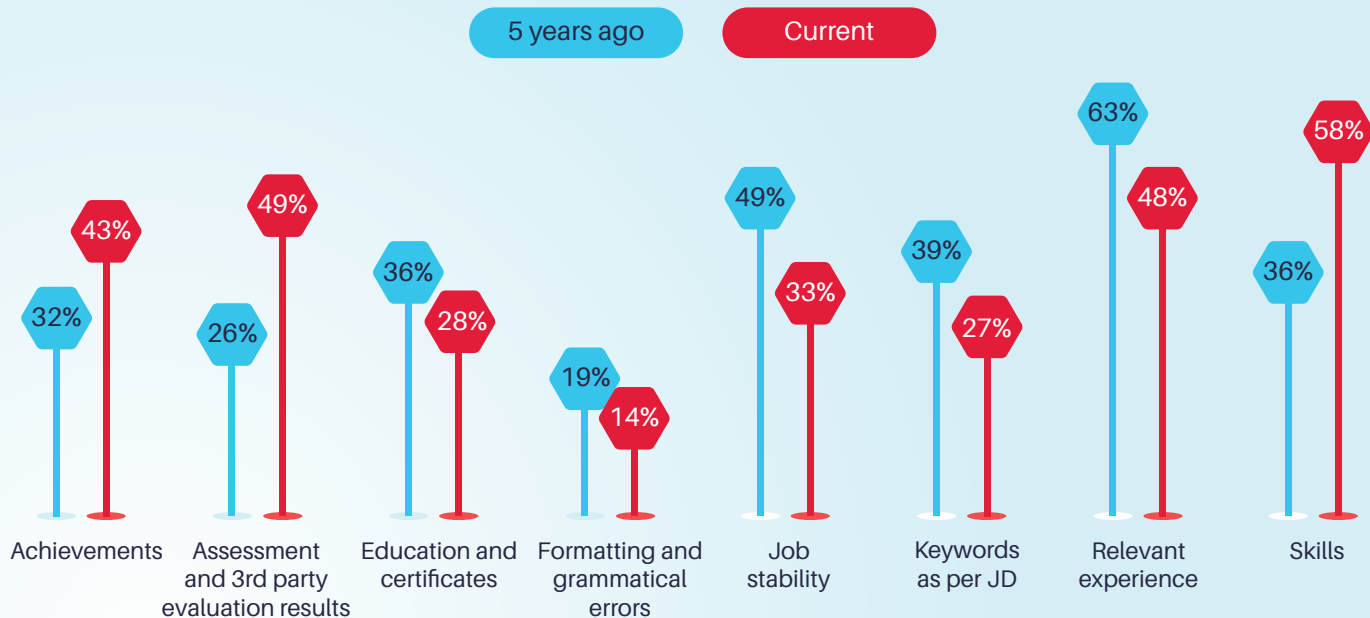
There is no validation provided for the behavioural traits claimed in resumes, unlike technical skills which are supported using past projects, certifications, etc. requiring an interview or assessment to substantiate behavioural claims.



of resume content focuses on behavioural attributes



Recruiters are changing their focus areas in resumes



Recruiters were asked which parts of the resume were top priority for them when evaluating candidates. While five years ago parameters like job stability and job keyword match were considered most important, currently the candidate's skills and independent evaluation scores (which demonstrate skills) are considered more important. Relevant experience has remained a top priority over the years, though its importance has reduced a bit.

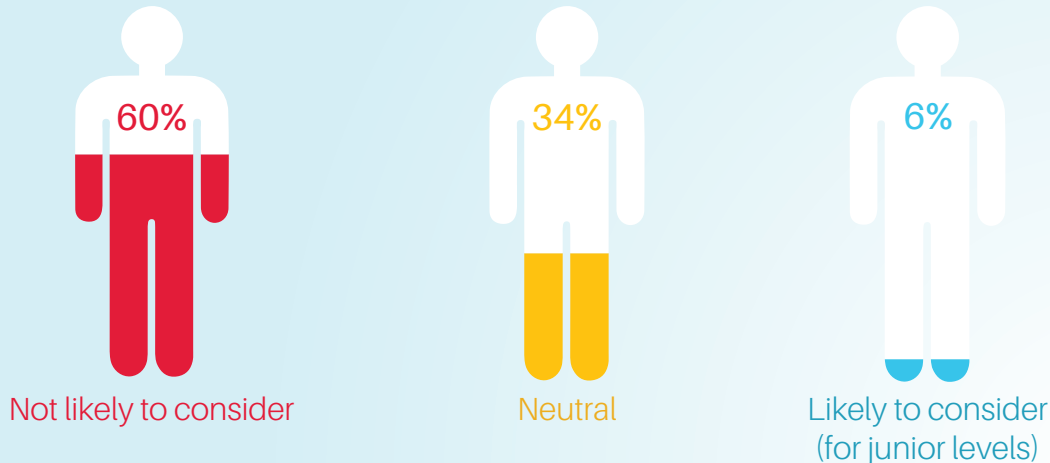
Source: HirePro analysis

Metric: % of recruiters who think this is one among the top 3 parameter to evaluate a candidate

Resumes do not work if one wants to change career paths

92% of career switches happen within the organisation
because resumes play an insignificant role

Recruiters were asked
“Are you willing to consider candidates with non-relevant experience but with certifications”?



As the economy grows and different career options open, individuals realise that their future options are not limited to what they specialised or spent the past few years gaining expertise in, but may also lie in an area of personal interest. Seeking newer challenges or forging ahead in their pursuit of 'ikigai', candidates pick up new skills, train themselves, get certifications, and set out in pursuit of a new career but hit the 'resume wall' with most recruiters choosing to pick experience as a barometer of future performance.

Custom assessments are here!

Ditching resumes and relying solely on skill assessments in the recruitment process can be a highly effective and efficient approach for several reasons:



Objective evaluation

Skill assessments offer an objective evaluation of a candidate's abilities, eliminating potential biases and inaccuracies in self-reported information.



Focus on competency

Skill assessments gauge competencies and abilities for a specific role, shifting focus from qualifications to actual skills.



Time efficiency

Skill assessments help recruiters save time spent on resume evaluation and initial interviews, enabling quicker identification of top candidates based on their demonstrated abilities.



Reduced hiring bias

Skill assessments eliminate unconscious biases in resumes by not revealing a candidate's name, education, or work experience, thereby promoting a more inclusive hiring process.



Enhanced predictive validity

Skill assessments are better predictors of future job performance than resumes, leading to more successful hiring decisions.



Flexibility

Skill assessments can be tailored to specific job requirements for evaluating candidates based on relevant skills and competencies, resulting in better performance.



Cost Savings

Skill assessments lower the expenses associated with traditional hiring methods like job postings, interviews, and background checks.



Consistency

Skill assessments offer a uniform evaluation framework for all candidates, promoting fairness in hiring decisions.



Demonstrated learning potential

Skill assessments are crucial to assessing a candidate's ability to learn and adapt, which is essential in today's rapidly changing work environment.



Improved candidate experience

Candidates may find skill assessments less intimidating and more relevant to the job than traditional interviews.

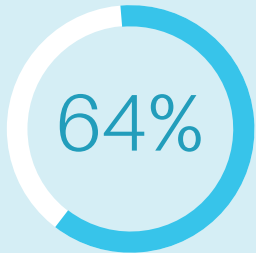


Data-driven decision making

Skill assessment results can be continuously improved by tracking and analysing them, leading to better hiring decisions over time.

Candidates chosen after thorough skill evaluations (assessments) outperform other candidates on the job

Improvement in performance review scores for candidates chosen via assessments vs. traditional methods, across industries



GCC



Startups



IT Services



BPO (Support)

Source: HirePro analysis

Note: Based on the internal performance review ratings candidates received from their employer.

Resume-based hiring leads to bias; Assessments are objective

Biases can creep in on the basis of pedigree (education and past work experiences), gender, region, common connection with candidate etc.

44%

Traditional/resume-based hiring

Biases were observed by 44% of recruiters with traditional recruiting methods.

Evaluation is purely based on skills, leading to elimination of bias

78%

Assessment-based hiring

After implementing assessments, recruiters observed a 78% reduction in biases that occurred through traditional methods.

Custom assessments not only save time and effort in screening, but also improve final selections



Time taken to screen
the resume pool per job role

= 03
working days >>



52%

of interviewers say the hardest part of recruitment is screening candidates from a large applicant pool.

Recruiters saw their efforts reduced to 4-5 hours after implementing assessments, as candidates with highest skills rise to the top of the funnel, and subsequent rounds have high clearance rates.

Algorithms and keywords do a lot, but the final go ahead of a recruiter comes from a personal review of the candidate resume and a 'human' reading of self-proclaimed skills and expertise. Days are lost in trying to filter resumes to put that perfect candidate in front of the interviewer, only to realise that most candidates do not have the basic skills required for the job.

Trend of focusing on skills and not on pedigree has already taken shape



90%



of searches by recruiters focus on skills

Use education and work pedigree as initial qualifiers but assessments as main deciders



75%



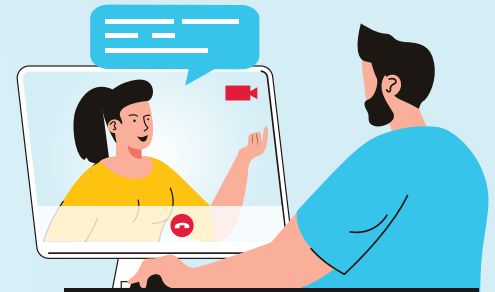
of recruiters agree that skills-first hiring will be the focus in the next 18 months



65%



of recruiters today (2023) depend more on skills than on work experience



Companies have realised the ultimate truth of hiring: skills matter more than anything else. This has led them to overhaul their recruitment processes, rethink their employability criteria, and have a fresh and open look at what it takes to hire (and keep!) a diverse talent pool. Some companies no longer require employees to have a college degree, which was unthinkable a few years ago.

Conclusion

Resumes have long occupied a central role in the recruitment process, as a tool for recruiters to understand a candidate's suitability to the job. This worked well in an age where candidates carried hand-written resumes and letters of recommendations to potential employers. However, in today's digital age of hyper competition and ChatGPT, resumes can no longer be relied upon to provide a comprehensive and accurate representation of a candidate's potential.

It is time for organisations to let go of resumes, and use skill based assessments as the center piece of their hiring strategies, if they hope to efficiently identify, hire, and retain top talent. Custom assessments provide a fast, more accurate, bias-free, and cheap alternative to resumes in reliably evaluating candidates. Focusing on candidates' actual skills and abilities is a more effective and reliable way to hire than using resumes which at best provide a window to the candidate's past. Instead of placing excessive emphasis on academic credentials or previous job titles emphasised in resumes, companies should shift their attention to what candidates can do, and how well they can do it. By administering assessments tailored to specific job requirements, companies can save costs, reduce bias, improve candidate experience, hire faster, and ultimately ensure that candidates excel in their roles once hired.

Research methodology



Survey programming and testing with
an average duration of 10 minutes



Employee
performance survey



Candidate resumes
analysed = 40,00,000



Job postings
analysed = 3,000



Corporate customers
surveyed = 500+



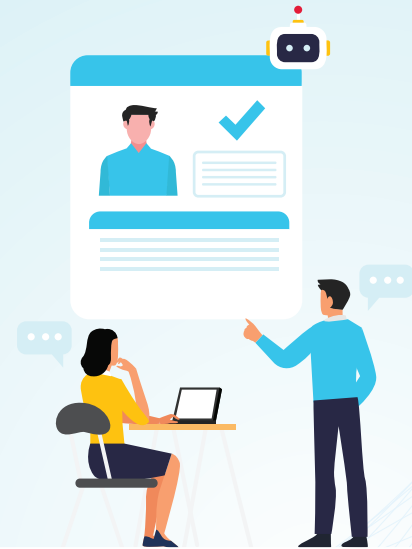
Recruiters and hiring
managers surveyed = 3,000+

HirePro – Fearless in thoughts, words, and actions

HirePro is a leading recruitment automation and assessments solution provider to corporates, educational institutions, and governments. Established in 2004 and headquartered in Bengaluru, we have been offering pre-eminent technology platforms and allied services to companies that require expert support to navigate the talent landscape.

At HirePro, Fearless Hiring is at the heart of everything we do. We firmly believe that our bold pursuit of excellence, combined with cutting-edge technology and committed team, is the key to helping our clients recruit top-tier talent and build exceptional teams. Our product, technology, and services teams are driven by a fearless dedication to automation and elimination of challenges that might arise at any stage of the hiring journey.

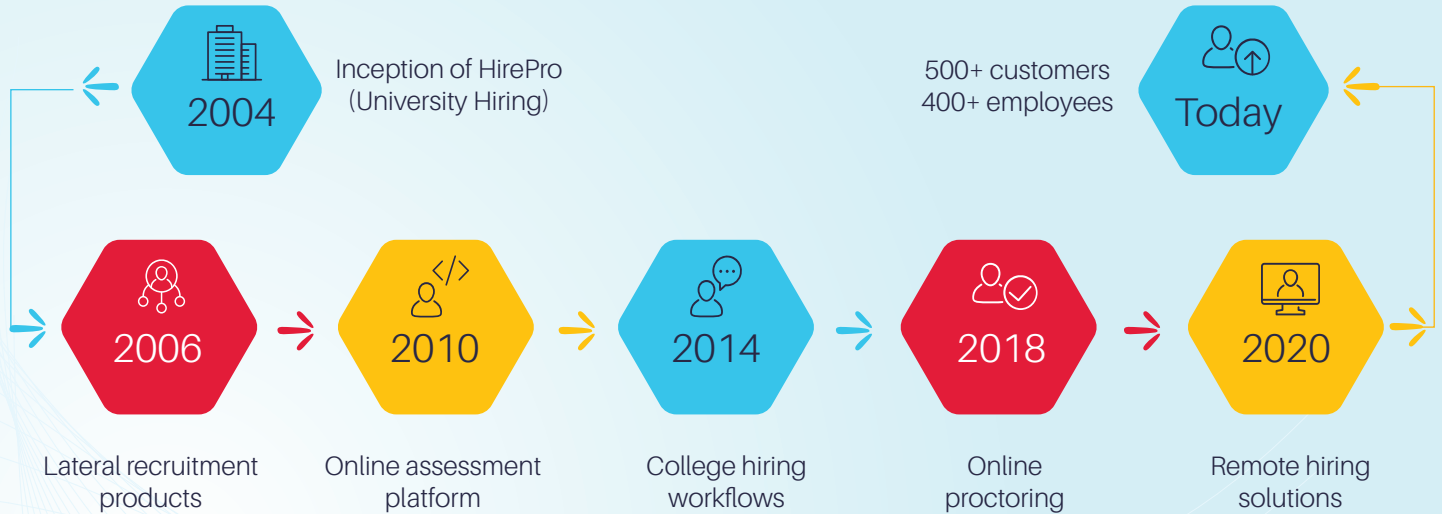
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