MERGER METTL

EMERGING TRENDS IN TALENT MEASUREMENT

18 SEP 2019
JOE
APPLICATION

HAVE YOU CONSIDERED BECOMING A ROBOT?
EMERGING TECH AND A NEW MAN-MACHINE EQUATION

Technologies by proportion of companies likely to adopt them by 2022

Ratio of Man-Machine working hours 2018 vs 2022 (projected)

<table>
<thead>
<tr>
<th>Activity</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>User and entity big data analytics</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Administering</td>
<td>28%</td>
<td>44%</td>
</tr>
<tr>
<td>Performing physical and manual work activities</td>
<td>31%</td>
<td>44%</td>
</tr>
<tr>
<td>Performing complex and technical activities</td>
<td>34%</td>
<td>46%</td>
</tr>
<tr>
<td>Looking for and receiving job-related information</td>
<td>36%</td>
<td>55%</td>
</tr>
<tr>
<td>Information and data processing</td>
<td>47%</td>
<td>62%</td>
</tr>
<tr>
<td>Reasoning and decision-making</td>
<td>10%</td>
<td>28%</td>
</tr>
<tr>
<td>Coordinating, developing, managing and advising</td>
<td>19%</td>
<td>29%</td>
</tr>
<tr>
<td>Communicating and interacting</td>
<td>23%</td>
<td>31%</td>
</tr>
</tbody>
</table>

Source: Future of Jobs Survey 2018, World Economic Forum
# Industry 4.0 and Changing Roles

<table>
<thead>
<tr>
<th>Redundant Roles</th>
<th>Stable Roles</th>
<th>New Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Entry Clerks</td>
<td>Managing Directors and Chief Executives</td>
<td>Data Analysts and Scientists*</td>
</tr>
<tr>
<td>Accounting, Bookkeeping and Payroll Clerks</td>
<td>General and Operations Managers*</td>
<td>AI and Machine Learning Specialists</td>
</tr>
<tr>
<td>Administrative and Executive Secretaries</td>
<td>Software and Applications Developers and Analysts*</td>
<td>General and Operations Managers*</td>
</tr>
<tr>
<td>Assembly and Factory Workers</td>
<td>Data Analysts and Scientists*</td>
<td>Big Data Specialists</td>
</tr>
<tr>
<td>Client Information and Customer Service Workers*</td>
<td>Sales and Marketing Professionals*</td>
<td>Digital Transformation Specialists</td>
</tr>
<tr>
<td>Business Services and Administration Managers</td>
<td>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</td>
<td>Sales and Marketing Professionals*</td>
</tr>
<tr>
<td>Accountants and Auditors</td>
<td>Human Resources Specialists</td>
<td>Software and Applications Developers and Analysts*</td>
</tr>
<tr>
<td>Material-Recording and Stock-Keeping Clerks</td>
<td>Financial and Investment Advisers Database and Network Professionals</td>
<td>Information Technology Services</td>
</tr>
<tr>
<td>General and Operations Managers*</td>
<td>Management and Investment Advisers</td>
<td>Process Automation Specialists</td>
</tr>
<tr>
<td>Postal Service Clerks</td>
<td>Database and Network Professionals</td>
<td>Innovation Professionals</td>
</tr>
<tr>
<td>Financial Analysts</td>
<td>Supply Chain and Logistics Specialists</td>
<td>Information Security Analysts*</td>
</tr>
<tr>
<td>Cashiers and Ticket Clerks</td>
<td>Mechanics and Machinery Risk Management Specialists</td>
<td>Ecommerce and Social Media Specialists</td>
</tr>
<tr>
<td>Mechanics and Machinery Repairers</td>
<td>Information Security Analysts*</td>
<td>User Experience and Human-Machine Interaction Designers</td>
</tr>
<tr>
<td>Telemarketers</td>
<td>Management and Organization Analysts</td>
<td>Training and Development Specialists</td>
</tr>
<tr>
<td>Electronics and Telecommunications Installers and Repairers</td>
<td>Electrotechnology Engineers</td>
<td>Robotics Specialists and Engineers</td>
</tr>
<tr>
<td>Bank Tellers and Related Clerks</td>
<td>Organizational Development Specialists*</td>
<td>People and Culture Specialists</td>
</tr>
</tbody>
</table>

1. **Technology**
2. **OD and LnD**
3. **People & Culture**
SKILL SHIFTS: PLANNING FOR THE FUTURE

Technology is the key driver of Skill shift

Total hours worked in Europe and United States, 2016 vs 2030 estimate, billion

- Database Programmer: 64% (2016), 66% (2030)
- Back End Developer: 36% (2016), 34% (2030)
- Front End Developer: 35% (2016), 35% (2030)
- Full Stack Developer: 47% (2016), 53% (2030)
- Data Scientist/Analyst: 52% (2016), 48% (2030)
- Artificial Intelligence/Machine Learning Developer: 64% (2016), 36% (2030)

RECRUITING AND RESKILLING FOR THE FUTURE
CEO’s #1 Challenge Today is Finding the Right Talent
- Annual CEO Benchmarking Report 2019

“Our biggest challenge currently is managing attrition at entry level which has massively increased our hiring costs.”
HIRING MANAGER
(One of the top FMCG Firms)

“Campus hiring is a tedious and time-consuming process while ensuring skilled freshers are hired from the colleges.”
TALENT ACQUISITION HEAD
(One of the top Telecom Firms)

“Differentiating between average and good has been the toughest challenge for us to ensure a strong workforce.”
HIRING MANAGER
(One of the top IT Firms)
Average Success Rate for Tech Hiring process is 50%

Organizations see Rehiring Rate of 23%

Top 3 reasons for declining an offer: Pay and perks, Brand name, Recruitment Experience

32% of organizations have an inadequate understanding about which tech tool to adopt, to ease their challenges

21% of organizations relied solely on face-to-face interviews to hire tech talent

12% of organizations didn’t use a competency framework to guide the course of the recruitment at
EFFICIENT : process, technology

INTELLIGENT : potential, proximity
**WHAT’S CHANGING IN THE HIRING ECOSYSTEM?**
**NEW-AGE METHODS REPLACING TRADITIONAL METHODS**

<table>
<thead>
<tr>
<th>TRADITIONAL METHODS</th>
<th>SOURCE</th>
<th>SCREEN</th>
<th>SELECT</th>
<th>OFFER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment Consultants</td>
<td>Resume or Telephonic Interviews</td>
<td>Subjective &amp; Long F2F Interviews</td>
<td>Gut-based Hiring Decision</td>
<td></td>
</tr>
<tr>
<td>Hiring Hackathons &amp; Social Sourcing</td>
<td>Screening Bots &amp; Online Assessments</td>
<td>Structured &amp; Video Interviews</td>
<td>Data-backed Hiring Decision</td>
<td></td>
</tr>
</tbody>
</table>

**Key Benefits of New Age Methods:**

- **IDENTIFY BEST FIT CANDIDATE**
- **Smoother Hiring Processes**
- **Lesser Time Spent by HRs & Hiring Managers**
FINDING ‘RIGHT’ CANDIDATES

**COMPETENCY FRAMEWORK CREATION**
- Job description study
- Focused groups
- Visionary interviews
- Subject-Matter Experts & in-house research

**ASSESSMENT TOOL MAPPING**
- Map competencies to 1 or more tools
- Psychometric tool
- IT/Non-IT Skill MCQ or SJQ/Simulator

**QUESTION & DIFFICULTY LEVEL SELECTION**
- Choose Question Bank
- Create upload new Qs
- Select Q’s difficulty level
- & analyze exposure levels

**ONLINE ASSESSMENT CONFIGURATION**
- Section order & timing
- Setup invite mails
- Custom registration fields
- Select Anti-cheating controls

**REPORT & BENCHMARK CONFIGURATION**
- Final recommendation
- Logic
- Setup Global or Org Benchmarks
- Interview guides/IDPs

**SAMPLE OUTPUT**

Use performance and test correlations to establish Benchmarks that predict performance basis Recruitment tests
Hackathons: The New Tool to Identify, Engage, and Recruit Talent

- Set up a white-labeled microsite
- Integrate registration portals with your website
- Automate shortlisting process using workflows
- Create a Customized Marketing Reach-out Plan

Some other features...

Timeline View  Discussion Forum  Candidate Support  Real-time Leaderboard
Hackathon for Business Hiring

Define Competencies

- Interview with Leaders
- Validate with performance
- Cognitive, Domain and Behavior

Multi-round Simulations

- Guesstimates
- Auto-graded B-Sims
- Personality

4000+ participants. 50+ Pre-Placement Offers

- Successful, ongoing for 5 years
- High performance correlation
DIVERSITY HACKATHON

- Promote Diversity in the workforce
- Hire Best Coders
- Reinforce brand positioning

- Hackathon Platform – brand messaging
- Drip Marketing, Social Reach-out
- Coding Questions

- 22,000 registrations in 5 days
- Pipeline of 500 candidates post hiring
- Stronger employer brand
SIMULATORS TO TEST ‘APPLICATION’ SKILLS IN TECHNOLOGY

- Let applicants write and debug code
- Customize user interface as per convenience
- Monaco Editor Mode
- Intellisense to get language-specific context-driven auto recommendations
- Measure knowledge, application & hands-on skills
- Find ‘Coder Profiles’

BACKEND TECHNOLOGIES

FRONTEND TECHNOLOGIES

DATABASE TECHNOLOGIES

FULL STACK - MEAN

CODE PROJECT

R STUDIO

ANDROID
ANTI-CHEATING OR PROCTORING TECHNOLOGIES

Auto Proctoring (AI flags)
• Facial recognition
• Device detection
• Body detection

Record & Review Proctoring (AI flags)
• Validate the AI flags
• Understand the severity of each flag
• Weed out any suspicious cases

Live Proctoring (AI flags + Human Proctors)
• Pause the test
• Chat with the candidate
• End the test

Candidate Authentication

Secure Browser
• Customizable registration fields
• Test-taker image taken
• ID image Taken
• 24*7 support to verify test-taker
• Block background software
• No screen recording
• No screen sharing
• Allow relevant software
USE OF A.I. IN PROCTORING AND ‘CREDIBILITY INDEX’

Click Here to watch our AI-based Proctoring video
ONLINE STRUCTURED INTERVIEWS
SYNCHRONOUS AND ASYNCHRONOUS MDES

- Assess candidate live using interactive coding simulator/notepad/whiteboard
- View attached documents (CV/JD etc.)
- Competency-based feedback from Hiring Manager
- Interview evaluation on the go

Various features…

Coding Simulator | Notepad | White Board
TECHNICAL TALENT ACQUISITION

- Move away from pen and paper
- Hire for 700 positions in high tech, niche tech space

Scalable Assessments

- Simulation and MCQ based assessments for over 40 skills
- Proctoring to prevent impersonation

Assessments and Proctoring

- Reduced TAT
- High correlation with interviewer feedback

On time hiring
CONVERSATIONAL BOTS TO SCREEN AT SCALE

1. GATHERS COMPLETE DATA
2. HUMAN-LIKE RESPONSES
3. PAUSE/RESUME ANYTIME
4. 24/7 AVAILABLE
LEARNING AGILITY

*Ability and willingness to learn* from one’s experience, *adapt accordingly and apply* that learning to perform successfully in *new work conditions.*

SKILL PROXIMITY

*The Degree to which one skill is ‘close’ or ‘adjacent’ to another*
PROXIMITY MAP AND LEARNING AGILITY

Higher Learning Agility
### LEARNING AGILITY: KEY CONSTRUCTS

**MODEL FACETS**

<table>
<thead>
<tr>
<th>MENTAL AGILITY</th>
<th>PEOPLE AGILITY</th>
<th>CHANGE AGILITY</th>
<th>RESULT AGILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

- **MENTAL AGILITY**
  - Ability to handle complex tasks, which aids in effective decision-making and strategic thinking skills.

- **PEOPLE AGILITY**
  - Ability to manage the diversity of people, communicate effectively while adapting to their diverse backgrounds.

- **CHANGE AGILITY**
  - Ability to adapt to changing situations and behave dynamically in a dynamic environment.

- **RESULT AGILITY**
  - Ability to rapidly learn from new experiences and deliver high-quality results in the first-time situations.

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**BASED ON MODEL “CHOICES AND ARCHITECT”**

**ENCOMPASS 4 FACETS OF LEARNING AGILITY**

*High Learning Agility indicates – high adaptability and greater ability to apply learnings from a known context to one that is unfamiliar*
ABILITY AND ORIENTATION

1. LEARNING ABILITY

- Essential cognitive competencies that predisposes an individual with the ability to learn quickly by identifying patterns, logical rules and trends in new data.
- An individual’s learning ability is determined by their fluid intelligence or their ability to learn new things from scratch and then apply that knowledge.

Abstract Reasoning Test

2. LEARNING ORIENTATION

- Essential behavioral competencies which will predispose an individual to learn new things faster than others.
- An individual’s orientation to learn is determined by their behavioral attributes such as open mindedness, drive for mastery, consciousness and inquisitiveness.

Personality and Behavioral Test
IMPACT ON LEARNING AND DEVELOPMENT
ROBBIE, STOP MISBEHAVING OR I WILL SEND YOU BACK TO DATA CLEANING!
THE CHANGING NATURE OF WORK..

..is leading to changes in the job landscape

1 / 5

Current Jobs to be replaced by AI & Automation

58M

Net New Jobs with different skills to be added by 2022

Data: As per Mercer Global Talent Trends 2019; World Economic Forum, Future of Jobs Report 2019
Country Profile

China

Average reskilling needs (*share of workforce*)

- Less than 1 month .......... 12%
- 1 to 3 months ............... 13%
- 3 to 6 months .............. 9%
- 6 to 12 months .............. 9%
- Over 1 year .................. 9%
- No reskilling needed ....... 46%

Emerging skills

- Creativity, originality and initiative
- Analytical thinking and innovation
- Active learning and learning strategies
- Technology design and programming
- Complex problem-solving
- Critical thinking and analysis
- Emotional intelligence
- Leadership and social influence
- Systems analysis and evaluation
- Reasoning, problem-solving and ideation
THE NEW AGE OF LEARNING AND DEVELOPMENT

TRADITIONAL LEARNING AND DEVELOPMENT WORKFLOW

GATHER REQUIREMENTS → CONDUCT TRAININGS → GATHER FEEDBACK

CURRENT LEARNING AND DEVELOPMENT WORKFLOW

1. Define Future of Roles
   - Job Role Proximity
2. Identify New Skills
   - Skill Mapping
3. Identify Level of ‘Trainability’
   - Learning Agility
4. Learning Intervention
   - Based on Proximity and Learning Agility
5. Show ROI
   - Benchmark and measure Skill shifts
ROLE PROXIMITY: WORKFORCE OF FUTURE

- Identify roles most affected by emerging tech
- Identify current roles and employees to manage this change

- Break job roles into skill components, study skill shifts and define role proximity
- Run Learning agility on population to identify ‘trainability’

- Pin-point training areas and individuals for reskilling
- Find resources for cross-deployment

Role Redundancy Study

Effective Training Interventions and deployment

Role Proximity
1. AI and Emerging Tech will redefine job roles and skills

2. Creativity, Higher order Cognitive and Social/Emotional skills will be central

3. Talent Acquisition and Development processes will become both Efficient and Intelligent

4. Learning Agility and Skill Proximity will be pivotal to plan for workforce of the future

5. Don’t worry, we will make it – together!
BUILD WINNING TEAMS