The problem of resume overload during talent acquisition

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Final Degree Report

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Abstract

The research is aiming to answer question: what type of companies face the problem of resume overload during talent acquisition? Talent acquisition within human resource is one of the most challenging processes supporting job level of performance.

To do so 8 qualitative interviews were conducted with 4 different type of organisations: small, medium, large companies and recruitment agencies. Research papers, article and academic books in the areas of talent acquisition, recruitment, resume overload and other mutual topics were reviewed. In addition, current recruitment and selection practices were studied.

Nowadays 94% of commercial organisations think that talent acquisition crucially affects company’s ability to achieve strategic business goals. Many companies hiring today are flooded by the amount of resumes coming from job posting every day. Candidates, on the other hand, feels like applying to every possible available position even though it doesn’t really suits their educational background, but still lives up the hope of being noticed and getting a job. Small, medium and large organisations as well as recruitment agencies supporting them are all having different structure of human resources (HR) and various recruitment processes.

Findings from each company segment were described in details followed by problems matrix, where all problems were classified and represented. There were 3 recurring and 3 specific problems were identified and analysed. It leads to referring back to the research question, and identifying the answer, which is that large enterprise companies and recruitment agencies hiring for them are facing the problem of resume overload, and in most cases it happened with the problem of untruthful resume.
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1 Introduction

This document is intended to outline basis for the research that is to be carried out in order to fulfil the academic requirements of this degree program as well as the formal requirements of KTH Royal Institute of Technology.

The research was conducted within a startup company focused on developing tech solution for the problem research question is aimed to answer.

The research has been performed as the part of business startup acceleration program in the city of Helsingborg, South of Sweden.

1.1 Background

According to Geary A. Rummler, Alan P. Brache, (2013) all three levels (organisation, process and job) are equally important when it comes to improvement of organisation’s performance.

The first and one of the most challenging processes supporting job level of performance is talent acquisition within human resources. Companies progressively trying to measure and increase attractiveness for potential employees Highhouse et al., (1999). It has crucial impact for hiring companies Rynes, (1991), because it drives to the main issue of talent acquisition - finding specialists with relevant set of skills and competences, as well as matches the culture and values of the organisation Bhatnagar and Srivastava, (2008). Selecting employee with the right personality, potential and abilities will lead to higher productivity of filled job position in future.

Companies who receive more applications with more qualified specialists will have higher efficiency during selection Boudreau and Rynes, (1985) and advantage from competitors in future Lado and Wilson, (1994).

According to Forbes, Bersin, (2014): “The entire job application process has gone digital. Thanks to the internet and companies like LinkedIn, Glassdoor, Facebook, Indeed.com, and others, companies can now post jobs all over the internet and receive hundreds of applicants in minutes (“resume overload” is now one of the biggest challenges recruiters face”).

With the help of information and communications technology (ICT) the opportunities for reaching wider audience of potential candidates for a job position has significantly raised. However, traditional resume based process for candidate pre-
evaluation is not effective for large amount of applications due to the limit of time for recruitment interviews.

1.2 Research Question

The study seeks to address the following questions:

*What type of companies face the problem of resume overload during talent acquisition?*

1.3 Scope and Limitations

The scope of this study is limited by the following parameters.

1.3.1 In Scope

Companies that have a branch or based in the south of Sweden and have partner relationship with the business acceleration program were selected as an object of the research.

Companies that have a branch or based in the south of Sweden, which have been acquired via ‘cold calling’ or from other events in the area and which kindly agreed to help and share their hiring process objectives also falls into being an object of the research.

The research is focused and limited to talent acquisition process of human resource management.

1.3.2 Out of Scope

The research does not cover other areas of human resource management besides talent acquisition.

The research focuses on the resume overload problem only and is not aimed to concentrate on other issues unless they contribute to the research question.
2 Methodology

Choosing the right research approach is important for any research work. The choice of a research approach depends on which is the most suitable to understand the problem area and conclude a solution.

2.1 Scientific method

In order to understand the scientific method we must first be sure to be familiar with the terms and definitions. Deduction is when researcher chooses to test a theory in order to see how it works in reality. Induction is when researcher formulates own theories that are based on collected data, Jacobsen, (2002). The definitions of these two research approaches are seen to be opposites, where it is important to outline that one goes from theory to empirical and the other goes from practical to theory. However, there is a third approach - abduction, which is a combination of the two above mentioned as it starts from theory, continues with the empirical study and then finishes by referring the theory again, Andersen, (1994).

According to this research, the approach is initially applied to understand the theory, which is done by asking interview questions and then concluding the outcome of the interview with the theory. Research papers, article and academic books in the areas of talent acquisition, recruitment, resume overload and other mutual topics were reviewed. In addition, current recruitment and selection practices also were studied. The next step is to collect empirical data about current issues and problems of talent acquisition and to validate assumptions and hypotheses regarding research question. When data collection is performed, academic literature will be reviewed again to facilitate literature with more specific facts arguments.

There are also other terms the researcher is introduced to, quantitative and qualitative methods, Geoffrey Marczyk et al., (2005) refers that qualitative research involves studies that are not based on numerical quantity of the outcomes via statistical summary or analysis, it rather involves qualitative studies that involve interview and observation with no formal measurement. The information explores on how something is experienced and perceived not measurable data. The advantage of current method is flexibility, although the reference point where the research questions may vary because the knowledge base is the subject of changes.
On the other hand **quantitative** research involves studies that make use of statistical analyses to obtain their findings, Geoffrey Marczyk et al., (2005) and enables by standardisation generalisations. The method assumes that questions are not a subject of change despite possible new knowledge under the research work. Standardisation means that all respondents get same forms and answer alternatives that give the researcher higher rate of governance in information gathering. The main advantage of this method is that it enables generalisations; the disadvantage is that it can make it hard to determine if the collected information is relevant to the study, Holme, I M and Solvang B K, (1977).

In this research qualitative method has been used as method to underline the most important notes. To be more specific the series of interviews were conducted with human resource specialists from various organisations in Sweden, recruiters and company managers, who are responsible for hiring process.

### 2.2 Data collection

There are also different types of interviews in terms of its structure. The interview can be structured, unstructured and semi structured. **Structured interviews**, as title states, based on forms where questions and question area is predetermined and structured, while **unstructured interview**, is the opposite, and no list specified of predetermined question to bring up and becomes more of an informal discussion or rather talk, Christensen et al, (1997). Unstructured interview normally goes in more relaxed mode and the respondent could go into subjects which the research does not cover. **Semi structured interviews** is the type that is in the middle between structured and unstructured interviews which means that the interviewer has an interview guide with questions and areas to cover to be discussed, but also letting the respondent talk relatively free in the areas that are covered and not only answer to the questions Christensen et al, (1997).

This research shows the semi structured method, as it offers the interviewer a certain control, as well as it also gives the interviewee a chance to talk freely. Current method allows the interviewer to come up with questions that were not planned, that were rather unintentional and were risen from answers the interviewer was given, which occasionally may also bring up the natural curiosity questions that may lead to more detailed understanding of person in front. The interview technique, questions and area was chosen in collaboration with accelerator program mentors and advisers. Seven fixed questions of semi-structured interview are listed in Appendix A. The duration of interview surpassingly should vary between half an hour and an hour. The core advice given to do
the interview was not to give options when asking questions. This was performed in order to ensure the questions understood correctly and true problem area discovered properly.

2.3 Data Analysis

Nowadays there are variety of the procedures that qualitative researchers can use to analyse their data gathered. Miles and Huberman (1994) identified several approaches for a qualitative data analysis. Current research focuses only on interpretative approach, since the discovery of all approaches can lead the research out of the topic.

The interpretative approach is widely used for most applied projects. It is used to organise and reduce data by various coding and sorting operations in order to bring some clarification patterns of human activity, action and meaning.

The interpretative approach does not offers method for qualitative research analysis. The analysis of the data is sometimes recall the techniques of the data collection, by taking of memos and notes during the meetings which will later make a contribution for the final conceptualisation of the research questions. The notes will later support activities in the qualitative data analysis, such as data reduction (extracting the essence), data display (organisation for meaning), and drawing conclusions (explaining the findings), as described by Miles and Huberman (1994).

During the series of qualitative interviews memos and notes of thoughts and ideas were taken to highlight most important points and contribute to the findings chapter.

The abstention of patterns and themes among sets of data are mainly originated from creativity. However, some suggestions from authors such as Patton (2002, p.514) and W. Newton Suter (2012, p. 336) include options such as being open to multiple possibilities, insight meditation about the particular problem, “side-tracking” changing patterns of thinking, etc. This is what is known as the thematic analysis of data.

A practical thematic analysis data procedure was earlier described by Green (2007). During the procedure the main goal is to identify the common issues that coming up several times and those that might influence all views that have been gathered. In order to do this, an initial stage must be performed, which applies to mainly reading and annotation of manuscripts. Preliminary observations are given. The second step is to identify the themes that were discussed during the interview. It is important to bear in mind what the interviewee was referring to during the conversation. It is also considered particularly useful to put numbers to the lines in the transcript for the following stage of coding the data. After all of the themes were identified, a coding system can now be build, the purpose of which is to categorise all the factors that were discussed during the
interview. In a final stage the researcher has to look for patterns and coincidences in the coding data so that initial theoretical constructs can be produced and fitted into a theoretical framework Auberbach C. and Silverstein, L., (2003). The theoretical constructs will give rise to new theories developed by the researcher and/or located in an existing theory in the open literature.

During the research issues and problems from findings chapters were highlighted and categorised into four different company types. Problems matrix were created and described in analysis and discussion chapter. Later problems were split into common recurring and company specific problems. Every problem was discussed against the topic of research question and concluded. In addition, described technique has helped not only to answer the research question, but also make discovery of other important problem areas in the analysis and discussion chapter.

2.4 Reliability vs. validity

Validity is in what extent you really measure what you intend to measure and reliability is the grade of accuracy in the measurement i.e. in which extent same values would appear if the measurement is repeated by Ulf Paulsson, (1999).

Jacobsen talks about internal and external validity. When the right people are chosen, then quite crucial high internal validity is achieved. Current research states that only one person from each organisation is chosen to perform the interview, who has expertise in the area of talent acquisition and recruitment. This makes the internal validity high. Luckily, external validity is also highly rated, because the respondent organisation was chosen randomly, and selected with the reason of the subject and also because organisation is hiring or does hire quite often. It is important to mention that external validity is critical for current research, since the research purpose and approach are emphasised on that.

Reliability is also in a high level of importance because respondents were not told about the research question and were asked open questions about their own experience.
2.5 Interview Ethics

2.5.1 Pre-execution state

**Informed Consent** - interviewer is asking for permission (consent) for gathering data and using it for research purposes, such approach is mainly agreed before the interview with the representative of the company. Getting the consent is crucial while considering the further usage of collected data. For instance, the consent must state whether person’s identity is exposed and used or he/she will retain anonymous. The format of consent (formal, written, oral, informal) should be chosen depending on topic.

Formal email with interview conditions and aim of the research were sent to the respondent in advance.

**Risk Assessment** - any potential risks of the interview must be considered in the informed consent. As well as any possible consequences of using collected data have to be assessed. The risks that may bring negative ramifications to the interviewee must be highlighted and agreed, Patton, M.Q. (1990).

The researcher agreed to arrive to the interviewing organisation 15 minutes in advance, in order to prevent the risk of being late for the meeting.

**Informing in advance** - procedures and questions for interview must be clearly documented and sent to an interviewee in advance. In case interviewee has remarks documents must be reviewed and resent until agreed.

Semi-structured interview questions were attached as a document and send in advance together with informed consent.

**Special Issues Regarding Minors** - interviewing minors or under age children must remain under supervision of special informed consent of the guardian or parent.

None of the respondents fell under this category.

2.5.2 Execution state

**Scope** - the interviewer must follow the previously sent interview procedures and questions area unless the interviewee gives his permission to do otherwise. Interviewer should also question the person regarding the company’s regulations.
Interviewing organisation’s regulations and policy were studied prior to interview. In most cases respondent had a freedom to lead conversation aiming to answer seven semi-structured interview questions.

**Sensitive topics** - there are some areas to be avoided during the interview, it is strongly prohibited to ask questions covering sensitive topics including politics, religion, questions that may harm emotional side of the person and other inappropriate topics.

None of the sensitive topics were covered during the series of interviews.

**Location** - interviewee have to be comfortable with the environment he is interviewed in. Alternative location must be booked for unexpected circumstances.

In most cases interview took place at respondent’s office, but when it was at researcher’s side - additional room was booked.

**Permission** – in case interview-recording method (written form, audio recording, video recording and etc.) must be used, it should be clarified with an interviewee first. If materials are to be published as a public resource, then the official permission is required. Before the interview is started oral notification stating the interview recording method should be given, University of Glasgow (2014).

All interviewees were asked for permission to make notes and audio recordings. As well as they were kindly informed that they may notify if they want to skip the question in case it contains company secrets or touches any non disclosure agreement parts.

### 2.5.3 Post-execution state

**Privacy and Confidentiality** - any personal or confidential information acquired during the interview must be kept (stored) in a safe place and used carefully during analysis. Promised level of confidentiality must be kept and necessary data security procedures are followed, The Association of Research Ethics Committees (2009).

Audio recording were used only to write a summary of interview in findings chapter.

**Reciprocity** - the rules of the business world is built in the way that both sides must always benefit from every single deal including an interview. A copy of it should be send along with a thank you note, in case the report brings value to the organisation. All other given promises must be kept.
Follow up email with the appreciation were sent to a respondent after each interview. Some interviewees were kind enough to share other contacts of colleagues or make ‘warm introductions’ in order to help discover research assumptions even further.
3 Literature

3.1 Resume overload problem domain

Starting from 1990s together with rapid economic growth large amount new jobs emerged in labor market, but these jobs were more complex and required higher level of skills. The most successful enterprises hired best specialists, leaving people with lower level of skills for slower companies, Reynolds & Weiner (2009). In addition, business oriented companies are facing a challenge not only recruit, but also retain high qualified specialists, Langan (2000).

Since then, the importance of talent acquisition become critical in terms of long term competitiveness of a company. Nowadays, 94% of commercial organisations think that talent acquisition crucially affects company’s ability to achieve strategic business goals, Lahey (2015).

As organisations have started using Internet tools for attracting and accepting candidate’s applications online, some firms became overwhelmed by large amount of applications. Now recruiters need to spend hours to filter thousands of applications, Reynolds & Weiner (2009). The issue can be referred as the problem of resume overload.

Many companies hiring today are flooded by the amount of resumes coming from job posting every day. Candidates, on the other hand, feels like applying to every possible available position even though it doesn’t really suits. There are opinions that there should be some measures for choosing right ones from the stack of resumes. While others truly believe that measures should filter the wrong ones out even before, Mack R. (2014).

The opinion of both private, public and governmental organisations about re-inventing existing traditional recruitment processes is changing towards positive, because it has been affected by successful implementation of new technologies in different industries (e.g., Mooney, 2002).

3.2 Talent acquisition

Talent acquisition is much broader discipline than just filling vacancy. It is managing available skills and talents, adopting newly recruited employees and thinking about hiring for twin job in future.

There are certain techniques for predicting future job opening just be looking at management plans and conditions of current employees. Those techniques will predict approximate period of time in future when specific job position will be in demand.
A good example of demonstrating Strategic Talent Management is when company is hiring a person before job even start existing, but predicted to be in future (Hemant Kumaarr, Assistant Manager - HRBP at Confidential, 2014).

Building blocks and core of talent acquisition is it’s internal best activities and practices. As in other industries acquiring technologies, tools and partner for outsource are key parts of the strategy of talent acquisition. Role model companies are putting effort on integrating talent management and talent acquisition to get synergy from it, Shyamasundar (2014).

**3.3 Recruitment as part of talent acquisition**

In the content of the research, recruitment is considered as a process of talent acquisition starting from position openings till the job agreement is signed.

Majority of HR scientists identifies recruitment as core part of organisation and it can be affected or affect organisation processes, Dachler, (1989). Most of theorists study traditional recruitment approaches and processes, which are mainly of large companies with dedicated HR departments Ahmadi & Helms, (1997).

In fact recruitment as a term is associated with traditional inflexible set of rules and procedures run by dedicated HR department in large enterprises Moy & Lee, (2002). But during the establishment of small companies, recruitment is very unstructured and informal specially while hiring fresh graduates Owen & Williams, (1997).

Selection is a process of recruitment where skills are assessed and takes place right after job posting and customer attraction. Generally speaking, selection is a process of matching company’s demands and candidates skills. Skills can be business/personal and practical/non-practical, McLarty, (2005).

**3.4 Recruitment as a process**

According to Dowling and Schuler (1990), recruitment process of finding and getting future employees at sufficient level of quality and planned number of amount. Human resource literature describes recruitment process as procedure with four stages: identification of job position, analysis of the job, creation of job description, and specification of a person (Torrington et al., 1991; Tanova and Nadiri, 2005; Carroll et al., 1999).
According to the study of untitled industry by Ramar and Sivaram (2010), only 1 out of 120 job applications is selected for further consideration, while only 1 out of 20 selected candidates is recruited and hired. Taking into consideration facts and findings it is clear that certain degree of automation will bring performance efficiency and money savings.

In addition, amount of time company uses for screening and type of assessment test plays important role in implementation Anat Rafaeli (1999).

Small and medium companies and organisations might benefit from talented employee and vice versa wrong choices might cause sufficient damages and losses, because their core business processes compared to big organisations are vulnerable and mainly depend on human recourses.

3.4.1 Small companies

Small companies usually never use big job fairs or regular recruiting practices to attract or even bait potential employees, Ahmadi & Helms, (1997). Small firms do not have dedicated HR department or even person responsible for recruitment, usually owner of the business is handling recruitment by himself/herself. The process of hiring new people is rather simple and straightforward, Ahmadi & Helms, (1997). Usually small companies are not very well promoted in terms of marketing and very rarely endorsed, so they end up being a place for temporary employment of place for young specialists to gain experience, Ahmadi & Helms, (1997). In fact, small companies suffering from being business entity that is lacking skilled employees the most, McLarty, (2005).

However, there are also some exceptions to the common knowledge stated above. Current worldwide trend is small companies classified as “Startups”, where founders/owners are building the company with certain values and missions, that mainly aim to solve problems. Those companies hire specialists who is a best personal match in addition to their skills, since main value of those jobs is usually enjoyable working process. Hiring process in these type of companies varies from company to company, since it is subject of personal values. However, the success of the startup depends on the aligned mission and vision of the team members, since it is quite common that the only driven force and motivation for a long time will be only the faith.
3.4.2 Medium companies

Definition of management by Griffen (2006) is managing organisation’s resources, which are human, physical, financial and information resources. According to Mathis and Jackson (2010) human is the core and central element among all resource types. So profitability and performance of small and medium companies primarily depends on the performance of their employees. Because of that medium companies in particular heavily depend on their employees (Anheier & Seibel, 1987; Schmitz, 1995; Liedholm and Mead, 1987) and their success primarily depends on recruitment and selection approaches.

The medium organisations are less dependant from the single person than small companies, but their major business factors like revenue flow and ongoing functioning are still based on human performance. Thus, hiring process in those companies still quite personal, but usually carried by special person (not the department though).

3.4.3 Large companies

Large companies rely on specialised human resource department, which adopts complex recruitment process, Millward et al., (1992).

Talent acquisition in big companies is very formal because large organisations have high volume of recurring recruitments, which need to be standardised in order to gain in value, Barber et al., (1999). It is vital for large companies to have standardised procedures to handle for attracting, acquiring, processing and hiring large amount of applicants for multiple positions (Barber et al., 1999; Tanova and Nadiri, 2005).

Developing large amount of formal procedures is economically reasonable for large companies because of high number of decisions made while hiring, Barber et al., (1999).

Enterprises and public organisations are usually handling well established business processes that do not depend on a single employee. However, the benefit that talented person or chain of talented workers can provide is inevitable.

3.4.4 Recruitment agencies

Recruitment agency is a specialised company who carries out the full recruitment process for the companies. According to Musa Z., (2008), there are different niches and specialities for recruitment agencies. For instance, there are different recruitment companies hiring for different position levels. Ones are concentrated on high level executives like CEO, CFO, while others on middle managers of ‘blue collar’ workers.
Recruitment agencies use various different advertising and traction techniques and evaluation methods to recruit candidates Musa Z., (2008). In many cases recruitment agencies promote positions even while not hiring, just to fulfill database of candidates for future recruitments. However, high level recruiters bear in mind that high profile managers and specialists are usually passive jobseekers. It is quite common that recruiting agencies evaluate candidates manually and very specifically according to the requirements of their clients.

3.5 Current recruitment and selection practices

According to Piotrowski and Armstrong (2006), only 9.3% of Fortune 1000 companies rely on pre-screening tests, while most of the companies still use resume, reference check and other traditional recruitment and selection tools. However, around 90% of companies use corporate websites and online job marketplaces to attract potential candidates. In addition, companies still utilise the use of personality tests as an element of their recruitment process, ignoring the “Personality” issues in the talent acquisition literature (Hough & Oswald, 2000; Thumin, 2002; Roberts & Hogan, 2001).

The business literature not only indicates an interest to innovative pre-employment assessment, but also lists cases with effective implementation of different online talent acquisition practices (e.g., Mooney, 2002). Some of the companies use online talent acquisition tools aiming automation of pre-screening in order to filter a shortlist of candidates for further consideration.

On the other hand, confidentiality, transparency and other legal issues of internet-based hiring tools may become the main barrier for companies to use online test based evaluation. Furthermore, talent acquisition managers might doubt regarding the legitimacy of test based skills and personality evaluation (see Camara & Merenda, 2000; Wallace & Vodanovich, 2004; Vodanovich & Piotrowski, 2000). Delicate aspect like validity of candidate’s identity together with legal and ethical concerns are subjects to pay attention before starting using internet-based testing Naglieri, (2004).

Nevertheless, popularity of soft skills tests in selection process of talent acquisition is the subject to pay attention (Piotrowski & Keller, 1992; Thumin, 2002). Casio (1995), on the other hand, states that well defined characteristics requirements may strictly eliminate suitable candidate by misleading prediction of behaviour. However, main point of Cascio is weather alternative (online) technologies can bring the same psychometric experience as traditional personal assessment. The arguments regarding selection issue still exist among researchers.
4 Empirical findings

To identify which type of companies are the most prone to the problem, 8 companies from 4 different segments: small companies, medium companies, large companies and recruitment agencies were interviewed. In order to understand companies’ pain interviewees were not told about the research topic, so they will not be affected by research assumptions and tell about problems they are facing in daily work. Findings from each company segment have been described in details during the current chapter. Short interview scripts are available in Appendix B.

Komlitt AB

Komlitt is a small publishing company based in Helsingborg. They provide organisations with books about professional ethics, personal development and other leadership related areas published since 1993.

Komlitt is fast growing organisation and one of three group companies, 2 publishing and 1 communication. CEO of the company Linnea Vikbrant is the only full time employee, others are either part time employees or freelancers. Majority of company’s employees are freelancers, but they are planning to hire more full and part time workers. Currently they are seeking for part time employee with 50 to 75 percent dedication.

For attracting potential employees they use social network groups, which is free of charge. In addition, they use other paid attraction channel for student job postings. According to company’s CEO, the main advantages of tools they use are affordable price, user friendly interface and instant replies from candidates. However, she admits that she hasn’t used the tools long enough to discover their disadvantages.

The talent acquisition process starts from the budgeting in the beginning of the year. This is where business goals and spending budgets for upcoming year are formulated, and talent acquisition plan is formulated. Later detailed requirements for every single position are formulated based on organisation’s business needs. The recruitment process starts with advertising a position through job postings described earlier. On average, company receives around 25 applications per position. They screen all applicants based on experience and attitude before proceeding to the next selection process. According to previous hiring experience of the company on average 20 percent of applicants are going through the screening, remaining 80 percent are not from the target audience. The next
and last stage of selection is peer-to-peer interview. Decision is made when the series of interviews is ended.

The disadvantage of being located in relatively small city is that it’s hard to find a person with right personality and attitude living close to Helsingborg, since they cannot afford the relocation of desired specialists.

**Contentor AB**

Contentor is specialised in translating web into the main European languages. They offer their customers 3 main services: translating websites, localising content to fit local culture and writing articles in professional way.

Rebecca Brodd CEO of the company kindly shared her recruitment experience.

Due to the specifics of the business, company consist of 4 full time employees, 8 part time translators and around 188 freelancers. Freelancers are usually perform small tasks distantly and paid hourly.

Company hires freelancers quite often. Company is planning to hire approximately 10 freelancers every month this year, and there are no problems with attracting them. Email is used to communicate with freelancers and Google drive - to check translating ability.

On the other hand, organisation does not hire full time employees that often. CEO of the company has recruited 3 people for full time positions, and all of them by referral. Before hiring them she used her personal and professional network to find suitable specialists. As a result she interviewed 3 people and hired all of them.

Company does not use any paid recruitment tool, only social media and reference.

**Sigma Industry South AB**

Sigma Industry is one of the leading advanced consultancy company, that offers services for the Swedish industry within product development, industrial design, process technology and production systems. They mainly focus on engineering disciplines, mechanics, and automation. Over the years they developed strong connections and trust with their clients.

In the city of Helsingborg, where interview was conducted with Sören Troedson, manager of Sigma Industry 73 people were employed and few more positions were open to fill. The process of hiring there runs rather traditional way, which means it is quite
power and time consuming. They post the vacancy in all available resources and pay fees to advertise it. They receive applications (CVs and cover letters) and manually look through all of them. After decision is made to consider some of them further, they invite them to an interview. No matter how many interviews are scheduled, the goal is to find the best fit. However, Sören also honestly shared that they often receive the applications that have not met their expectations, but still consider them, because they face lack of applications.

The process takes 1-2 months in average, they interview candidates and test them by asking if they know the area well enough. Which eventually leads to hiring a specialist. Since they do not perform any kind of the knowledge tests, they also facing skills exaggerations during hiring process. However, their massive challenge remains to be attracting people to small city of Helsingborg. Lund University campus in the city does not have the school of engineering and therefore the city itself must attract engineers from outside. Therefore, in the line with resume sorting, skill exaggeration Sigma also faces the problem of attracting experienced and committed people to the small city.

Dreamwork Scandinavia AB

Dreamwork is one the biggest recruiting agencies in Sweden. However, their concept falls outside of ‘just’ recruiting, since this company also offers outsourced, temporary employees, conversion programs for managers, officials and public employees. They have also been engaged as a consultative partner in some complex redevelopment project. As well as they offer staff trainings and manager coaching.

Anki Hedberg Soderstrom is a manager of Dremawork Scandinavia AB in Helsingborg kindly answered interview questions, which is headquarters of the company. They also have offices in Malmö, Gothenburg, Stockholm and Lund.

The hiring process is ongoing for them, since it is their main domain area. Although the techniques they use varies from customer to customer. Since they very much committed to find the best fit for their clients, they spend some time doing research on them and the rest is also starts quite traditional by bringing the attention to the open position. However, the selection and evaluation stage normally done with an extra care. Although it is done manually and takes rather longer period, selection and evaluation is done very precise and accurate. After initial pool of candidates is selected, Dreamwork tests them based on the requirements provided by their clients, whether it is motivational test, personality test, logic and numerical test or even knowledge test. The tests they use provided by the well known company.
Anki also kindly shared what kind of problems they experience in recruiting. CV and candidate profiles are selected by professionals who have several years and even decades of HR experience and candidates are tested afterwards anyway, thus the exaggeration is not an issue. However, from their deep experience they have noticed that the younger and ambitious specialists are, the harder is to attract them to relocate to the city of Helsingborg.

**Kosmojobb AB**

Relatively new and young recruiting company in city of Helsingborg. They mainly specialises in technical, food, pharmaceutical, industrial jobs. However, their current focus is on student internships, summer and temporary jobs for students, trainee programs, independent researchers.

Managing partner of the company Johan Larsson, shared their experience in recruiting process. Since they mainly recruit students and young professionals, the attraction and vacancy advertisement is done via university networks and events. However, they also use traditional websites for posting vacancies. The evaluation process takes place online and in the office. Recruiting staff in Kasmjobb try to invite and talk in person as many candidates as possible. They believe it is one true way to evaluate the potential of candidates.

In order to be employed by R&D Department of pharmaceutical or food company candidate must sign commitment and nondisclosure agreements, which will guarantee 3-5 years of employment, but it also means that future employee must not resign until the period expires. That leads to the main challenge of the recruiting process, which is finding committed, ambitious and young specialists. Johan also mentioned that it is hard enough to persuade young specialist to move or stay in small city.

**Retention Group**

Retention Group is Scandinavian management consulting firm offering assistance to customers with organisational performance and recruitment services. The company located in Scandinavia, China and Southeast Asia. They focus on recruitment of executive, middle management and specialists, management consulting on organisational performance.
Elof Sturesson shared his experience in recruiting and HR. The company recruits on a usual basis, mainly focuses on executive headhunting and international managerial recruiting. Headhunting term means company doesn’t necessarily post an advertisement about the vacancy and browse existing databases using premium accounts. The recruitment specialists visit the offices of their clients and talk through every detail of the requirements as well as company values and personal characteristic expectations for the future employees. Since headhunting for the top manager is crucial for any organisation Retention Group specialists trying to get a scoop of personal profile of their client.

The problem they face is in initial screening. They look through 200 people at least for single position and choose up to 25 people for the next step. All of the screening process is manual and involve a lot of power and time. Elof kindly underlined the most crucial problem in pre-screening stage is the true skills and experience. People often exaggerate their abilities in order to be noticed, according to Elof’s professional experience. For example, he also mentioned LinkedIn profiles, where friends and colleagues endorse skills by just trusting, which has caused few minor problems along the way to final recruiting stages.

Familjen Helsingborg

Familjen Helsingborg was formed in 2009 by the Board of ten cooperative municipalities in Northwest Skåne. Their aim is to stimulate tourism, business creation and occupancy in the area. They consist of 11 municipalities: Bjuv, Båstad, Helsingborg, Höganäs, Rock, Landskrona, Perstorp, Svalöv, Ästorp, Ängelholm and Örkelljunga. About 31 000 people employed by the organisation.

Anna Rydberg is HR specialist, who kindly answered interview questions for the research purposes. At the time interview took place the hiring process for student trainee programs was ‘full speed’ and the opportunity to share the fresh experience.

After vacancies were advertised over the universities emailing systems, they received 715 applications. The initial screening of that big amount of applications was performed by 10 HR specialists in 3,5 months. Considering 10 HR specialists have different perceptions, visions and personal values that stage was a challenge. Therefore, they made an agreement not to read applications if something else bother them at the time (like feeling under the mood for example) in order not to miss brilliant candidates because of personal issues. The policy seemed to work, but took relatively longer period. So, in few month they were down to 72 candidates. The next step was evaluating those candidates. In order to do that Familjen Helsingborg organised 2 days event where
candidates were divided to groups and ask to give a short (5 minutes) pitches and perform 2 games, first a law case and second a lego game. Those games showed their initial abilities to cope and the potential roles to be performed within the companies.

After 2 days they set up an individual meetings of 45 minutes, where candidates were asked to do a wider presentation about themselves, education, experience, abilities (10 minutes). And also to perform personality test.

Therefore, it took a whole cycle of manual pre-screening, evaluating and decision making in order to fill the trainee positions within this governmental organisation.

**Resurs bank**

Resurs Bank is a niche bank specialising in financial services, both at the business (sales financing, factoring and leasing) and private market (savings accounts, credit cards and personal loans). Resource Bank is headquartered in Helsingborg has around 700 employees. The bank is based in Sweden but also has operations in Denmark, Finland and Norway.

Resource Bank is included in the Resurskoncernen (Resurs Group) along with Solid Försäkringar. The Group was established in 1977, Resource Finance was founded in 1983 and in 2001 Resurs Bank banking license was acquired, and is today is one of 32 Swedish banks with over one million account customers through the Resource Bank in the Nordic region.

HR manager kindly shared that on average human resource department receives around 200 applications per single job posting. Due to time limitations they can only interview up to 10 candidates per position. The main struggle is to select 10 best applicants out of 200. According to their experience in many cases resume does not show ‘the real picture’, because people tend to sell themselves and exaggerate skills while composing resume.
5 Analysis and discussion

On this chapter problems from the findings chapter is classified against each company segment. Problems matrix represents all problems from previous chapter and relates them to a company type. After that each company type is followed by its issues and problems (5.1).

Second part of analysis is detailed discussion of common recurring and company specific problems (5.2).

5.1 Problems by company types

Problems matrix:

<table>
<thead>
<tr>
<th>Small company</th>
<th>Middle size</th>
<th>Recruitment agency</th>
<th>Large enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Junk” applicants</td>
<td>Small city attraction</td>
<td>Interview overload</td>
<td>Resume overload</td>
</tr>
<tr>
<td>Small city attraction</td>
<td>Untruthful resumes</td>
<td>Small city attraction</td>
<td>Inappropriate test</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Small city attraction</td>
<td>Resume overload</td>
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<tr>
<td></td>
<td></td>
<td>Resume overload</td>
<td>Untruthful resumes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Untruthful resumes</td>
</tr>
</tbody>
</table>

5.1.1 Small companies

“Many efforts have been made to define the term small business, using such criteria as number of employees, sales volume, and value of assets. But there is no generally accepted or universally agreed-on definition” - Longenecker (2013). In our case, small has been identified as a company that does not have dedicated HR position and where owner of the business is performing the recruitment by himself. Normally companies with less than 10 non-manual employees.

The biggest problem that small company facing in a small city is attracting an applicant that is closer the city. In other words, it is Helsingborg and neighbour towns, so travelling to the working place will not take more than an hour and half. In addition, as stated earlier by Ahmadi & Helms (1997), small companies are having deficient of marketing promotion and endorsement (3.4). Otherwise, in most cases small companies
does not have enough resources to relocate the person from bigger cities even if he is a good professional. This problem has been classified as problem of a small city attraction.

It’s also problematic that 80% (20 out of 25) of applications received by small companies are not related to a job description. Which means that most of the applicants apply to a position without knowing about the position and company itself, this proves arguments of Mark R. (2014) discussed earlier in literature (3.1). The problem has been is classified as “junk” applicants or spamming problem.

5.1.2 Medium companies

In our case, medium has been identified as a company that has dedicated HR positions but does not have complicated organisation structure within HR function. Normally HR functions performed by 1 - 5 employees.

The main problem of medium companies from current research is to attract committed and highly qualified employees to a small city. Because of that they still consider applicants that are not enough qualified for a position. There were cases when they managed to attract and relocate highly qualified professional, but they’ve left the company and the city when contract ended after 2-3 years. However companies are aiming highly qualified and knowledgeable employees that are committed to live in small city for a longer than 2-3 years. Though humans are core elements among all available resources, especially in medium companies, as argued by to Mathis and Jackson (2010) in literature (3.4). This problem has been classified as a problem of a small city attraction.

Another problem that medium companies are facing is that applicant’s LinkedIn profiles and resumes are too polished and does not show the level of skills. Statistical findings of Ramar and Sivaram (2010), studied in the literature chapter (3.4), can support the argument. This problem has been classified as a problem of untruthful resumes.

5.1.3 Large Organisations

Large companies, enterprises or public organisations rely on specialised human resource department, which adopts complex recruitment process, Millward et al., (1992). In the case of current research, large has been identified as a company that has established HR function with established internal policy and documented business processes. Normally HR function has it’s own internal organisation structure.
There is a common problem for all large organisations interviewed. A large governmental organisation received around 715 applications, and choosing 72 for further consideration took 3.5 months full-time dedication of 10 HR specialists. For another private large company it was a challenge to select 10 applicants from 200 applications received. In both cases organisations spent large amount of time to filter big amount of applications like stated by Reynolds & Weiner (2009) in literature (3.1). Those problems has been classified as a problem of resume overload.

HR specialist of large bank complained about the tendency of people exaggerating their abilities while applying for positions. Thus, resumes cannot be fully trusted and multiple assumptions are build while pre-screening. This problem has been classified as a problem of untruthful resumes.

There is also a content based problem in governmental large company. Interviewed organisation currently using personality test, called PGP test, which eliminates some of the candidates that are suitable in HR specialist’s opinion. The difficulty is in high requirements of particular personality identification test. Concerns of Casio (1995) about strict elimination of suitable candidates debated in literature (3.5) are validated in this particular case. This problem has been classified as a problem of inappropriate test.

5.1.4 Recruitment agencies

Recruitment agency is a specialised company who carries out the full recruitment process for the companies.

The common problem for both large and small interviewed recruitment companies is attracting young specialist that are willing to relocate and live in small city. One of those companies even stopped working with young specialist. The most common reason among young specialist is that they find the small city unattractive in terms of entertainment. In fact young specialists may consider small companies as a temporary employment place as stated by Ahmadi & Helms, (1997) in literature (3.4). This problem has been classified as problem of a small city attraction.

Another problem of larger recruitment company was that they have big amount of applicants to interview because of high customer demand. And they claim it is quite exhausting to interview high volume of applicants in person. This problem has been classified as a problem of interview overload.

Another recruitment company that focusses on high level managerial positions for large international companies, find it hard to manually screen 200 profiles to choose those suitable for further consideration. Bearing in mind that in many cases high level managers
are passive jobseekers as stated by Musa Z. (2008) in the literature (3.4). This problems has been classified as a problem of resume overload.

Last, but not least international recruitment company mentioned about skills being not qualified in the applications they screen for positions. Those concerns are raised during selection process of recruitment, which is discussed by McLarty, (2005) in the literature (3.3). This problem has been classified as a problem of untruthful resumes.

### 5.2 Problems analysis

From the table below we can observe that some problems are recurring while other problems are unique for certain companies. It’s clear that last three problems in the table above are contingencies bind to specific business or company. During this sections every problem will be discussed and analysed in terms of how it effects or intersects with the problem of resume overload.

<table>
<thead>
<tr>
<th>Problem classification</th>
<th>Number of occurrence</th>
<th>Company segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small city attraction</td>
<td>4</td>
<td>Small, Medium, Recruitment, Recruitment</td>
</tr>
<tr>
<td>Resume overload</td>
<td>3</td>
<td>Recruitment, Large, Large</td>
</tr>
<tr>
<td>Untruthful resumes</td>
<td>3</td>
<td>Medium, Recruitment, Large</td>
</tr>
<tr>
<td>“Junk” applicants</td>
<td>1</td>
<td>Small</td>
</tr>
<tr>
<td>Inappropriate test</td>
<td>1</td>
<td>Large</td>
</tr>
<tr>
<td>Interview overload</td>
<td>1</td>
<td>Recruitment</td>
</tr>
</tbody>
</table>

### 5.2.1 Business specific problems

“Junk” applicants

Although during resume overload companies receives large amount of applications, in most cases those applications are somehow partially eligible for the job description. But is this particular situation 20 out of 25 applications were totally not related to the requirements of the position. While reading resumes owner of the business had a feeling that applicants didn’t even read the job description. Another causing was that the company was using marketplace for students to post a job advertisement.
Inappropriate test

The problem of inappropriate test that large governmental organisation faced does not have much intersection with resume overload. In contrary, a lot of potential talented people had been eliminated by test results, but they had to follow procedures and miss the talents. Everyone was aware of test incompatibility but procedure for changing it takes long period of time. This problem is common for bureaucratic and public sector organisations.

Interview overload

The problem of interview overload that one of the recruitment companies is facing also does not have intersections with resume overload. Because specifically in this case, they are having high volume of customers and recruitments. And final peer-to-peer interviews are specifics of their business.

5.2.2 Common recurring problems

Small city attraction

The most frequent problem identified during research study is the problem of attracting qualified specialist to work and live in small cities. But if we observe the patterns from problem matrix table of results sections, we can see that mostly only small and medium companies are having such issues. In addition recruitment companies that are recruiting for small and medium companies are facing those issues. While large enterprises and recruiting companies dealing with them do not experience such problems. Going further, retention of existing qualified employees is also among top problems of interviewed small and medium companies. Considering all listed facts, we can assume that in fact the problem is not attracting to small cities, but attracting to small and medium companies as stated in literature section by McLarty, 2005.

Resume overload and untruthful resume

In both interviewed large enterprises and recruitment agency working with big international companies the problems of untruthful resume and resume overload exists.

Main finding of the research is that the problem of resume overload or untruthful resume (skills exaggerating) alone is not an issue and can be solved using currently available tools as described in the last section of literature. Resume overload problem usually solved by computer (automation) while untruthful resume problem is solved by humans (evaluation, interview).
But the biggest struggle is when both problems exist at the same time. Combination of resume overload and untruthful resume should be solved by combining human evaluation and computer automation at the stage of pre-screening.
6 Conclusion

Looking back on the performed research it is discovered that the problem it considers is global. In other words, when problem is worldwide the research is facilitated by large amount of literature from various countries.

The biggest challenge during the research was getting 8 companies for an interview. The “cold calling” around 80 companies with 90% rate of rejection made self-confidence fall down. References, warm introductions from academic network could have been used to arrange interviews instead of using cold calling technique. However, the technique provided randomness of collected data as well as satisfaction from findings and gained results.

*What type of companies face the problem of resume overload during talent acquisition?*

Referring back to the research question, the answer is that large enterprise companies and recruitment agencies hiring for them are facing the problem of resume overload. Even in small cities large enterprises with good employee branding are receiving large amount of application per single job posting. In addition, the problem of resume overload in most cases comes with the problem of untruthful resume because people tend to exaggerate their skills and polish resume to get a job.

Recommendation for companies concurrently facing the problems of resume overload and untruthful resume, as discussed in analysis part, is to replace resume pre-screening approach with automated selection with the logic set by human resource specialists.

For small and medium companies working in small cities it’s good to understand the root cause of their biggest problem. That it’s not a problem of attracting to small cities, but attracting to small and medium companies with the lack of opportunities from candidates perspectives. The suggestion for those companies is to pay attention and work on employee branding.

There are two questions unanswered for future researchers:

1. What type of computer system can replace resume pre-screening approach with automated selection with the logic set by human resource specialists? Addressed to computer science specialists.

2. What type of employee branding strategies is effective for small to medium organisations? Addressed to HR and marketing specialists.
Unemployment rate in Sweden is 8.3% (April 2015) and the reason is not the lack of job openings or lack of qualifications. The core reason is finding the match. First of all the research is very beneficial for large companies and recruitment agencies to understand the core problem of their current business processes. Understanding the problem will lead to have ideas how to contribute towards improvement and optimisation of the processes they currently run.

Secondly, current research gives an opportunity for other business organisations to work on creating possible solutions and build business based on that solution.

As stated earlier, current paper might bring beneficial value for development of further researches. The report is a good starting point for answering 2 further research questions proposed.


48. Shyamasundar, Mr., 2014. Talent Acquisition a Key Factor to Overcome New Age Challenges and Opportunities for Human Resource Management


II Appendix A. Interview questions

❖ How big is the company?
❖ When was the last time you’ve recruited? How often?
❖ What kind of tools do you use when recruiting someone? What is the procedures of recruitment? (details)
❖ Have you ever used paid tools? Which ones? Why?
❖ Is there anything you dislike about those tools?
❖ What are the 3 main difficulties you have faced while recruiting people?
❖ Is there anything I should have asked?
Appendix B. Interviews

Linnea Vikbrant - Komlitt AB (Small company)

How big is the company?
We are rapidly growing company. We actually group of companies: 2 publishing and 1 communication. I am a CEO and the only full time employee in our company. We mostly have freelancers. But we are going to hire a lot.

When was the last time you’ve recruited? How often?
We are hiring right now. 50% - 75% - almost full time.

What kind of tools do you use while recruiting?
Facebook Groups, Cruitway (1500 SEK)

Could you describe the process of recruitment:
Budget -> Requirements -> Adverts (tools) -> Screening (Experience + Attitude)
25 applications -> 5 assessed ->2 selected  (1 was very bad)

Are you using paid accounts?
Cruitway.com because: Structures, easy, instant reply, cheap. I put an advert there.

Is there anything you dislike about those tools?
I haven’t used it that much.

Could you name top 3 problems you face while recruiting?
Find candidates from the target audience (lot of junk mass), Find closer to Helsingborg, Right personality and attitude
Rebecca Brodd - Contentor AB (Small company)

**How big is the company?**
200 employees, 98% part time, 4 - full time, 8 - 50% part time

**When was the last time you’ve recruited? How often?**
Today. 10 per month this year.

**What kind of tools do you use while recruiting?**
Mail (Gmail), Google drive (to check translating ability), Social media and reference

**Could you describe the process of recruitment:**
Personal network -> personal profile, 3 people interview.
I have recruited 3 people for full time positions. All of them by referral.

**Are you using paid accounts?**
No

**Is there anything you dislike about those tools?**
None

**Could you name top 3 problems you face while recruiting?**
I haven’t faced any problem in this company, but I have faced during my previous job in a big company.

From my previous job (RESUES): **(Large enterprise)**
1 filtering from 200 resumes to 10 for an interview.
2 Selling themselves (false Resume)
Soren - Sigma Industry South AB (Middle size company)

**How big is the company?**
73 people

**When was the last time you’ve recruited?**
currently recruiting (started in March)

**What kind of tools do you use when recruiting someone?**
stepstones, linkedIn, arbetsförmedlingen, ingenjörsjobb, monster and other monster like, own website.

**Could you describe the process of recruitment:**
The process goes like that: We have posted the vacancies and received applications, we selected candidates, and invited them for an interview. However, the main problem is to attract committed and good engineers to Helsingborg. We often get some applications that are not good, but still consider them, because we have not received many. Here is no engineering school in here and real challenge is to attract some people to work in this city. We want the best and knowledgable employees to be committed to live here for a longer than 2-3 years.
Dream is if there would be a database with potential employees, like LinkedIn, but with less polished profiles.

**Have you ever used paid tools? Which ones? Why?**
All the tools are paid ones apart from own webpages.

**Is there are anything you dislike about those tools?**
No opinion about that. the problem is not in the tools, it is rather in city.
Anki Hedberg Soderstrom - Dreamwork Scandinavia AB (Recruiting agency)

*How big is the company?*
35 people (HQ in Helsingborg, other offices in Malmo, Gothenburg, Stockholm, Lund)

*When was the last time you’ve recruited? Could you describe the process of recruitment:*
now
It is really depends on our customer requirements. Normally we post vacancies and attract attention, then we evaluate candidates very carefully, we test them according the requirements (motivation tests, personality tests, logic tests, numbers and even knowledge tests).

*What kind of tools do you use while recruiting?*
for attraction: internet (all available tools, really), but mainly we use our own website, monster, arbetsförmedlingen, LinkedIn (a lot).
for testing we use SHL company, who provides wide range of test like OPQ (personality test), MQ (motivation test) and many other tests to quantify the knowledge.

*Are you using paid accounts?*
with LinkedIn we have special agreement signed, that calls “recruiter”, which enables us to search based on many filters. We also can use it as our main database.

*Is there anything you dislike about those tools?*
No, nothing. We like them all.

*Could you name top 3 problems you face while recruiting?*
Attracting young people to Helsingborg (fresh graduates). We are more concentrated on attracting experienced professionals, who are based in Helsingborg or close by, or someone who would like to relocate here. We’ve experienced that the younger the candidates are the less they are willing to work here.
John Larsson - Kosmojobb AB (Recruiting agency)

**How big is the company?**
10 people (and 5 more on temp bases). We are relatively new company, who mainly experience in technical, food, pharmacy, industrial jobs.

**When was the last time you’ve recruited? Could you describe the process of recruitment?**
We mainly recruit for technical positions as well as food and pharmaceutical industries. We do not recruit too often for permanent positions, but we always recruiting for temp ones, summer interns, trainee programs, independent researchers, etc.

**What kind of tools do you use while recruiting?**
for attraction: we use our own website, monster, arbetsförmedlingen, LinkedIn, we post adds at the universities close by.
for testing we use company tests, if there are some or we also just find tests if we have only requirements for position. We also try to invite as many people as we can, just to talk to them, so we could evaluate the potential more closely.

**Are you using paid accounts?**
with LinkedIn we use premium account, sometimes we pay to use other attraction services, but we try to do everything manually, since we think our personal touch could bring more valued employees to our customers.

**Is there anything you dislike about those tools?**
No.

**Could you name top 3 problems you face while recruiting?**
Attracting young people to Helsingborg (fresh graduates). Since our main work is to attract young professionals for example for R&D position in Helsingborg, we have to make it sound very beneficial, because our customer would sign a commitment agreement with them, so they can not quit until 3-5 years.
Elof Sturesson - ... AB (Recruiting agency)

**How big the company?**
7 people.

**When was the last time you’ve recruited?**
now, I recruit on a usual bases.

**What kind of tools do you use when recruiting someone?**
LinkedIn premium accounts, we do headhunting mainly, which means we do not post a vacancy. We sit with the company that hired us to do a recruitment and try to understand what kind of person they would need. We try to get every detail they require.

**Have you ever used paid tools? Which ones? Why?**
We use premium account of LinkedIn, because we search through many people.

**Is there are anything you dislike about those tools?**
Yes, the account gives us opportunity to look through many other accounts, but we still evaluate them manually, test their knowledge manually and choose 25 people out of 200 for further consideration. It is a lot of manual work here. And LinkedIn is very limited and expertise of the job seekers comes in disorder.
How big is the company?
31 000 people.

When was the last time you’ve recruited?
now

What kind of tools do you use when recruiting someone?
offentligajobb.se, facebook page, visit universities and email students via their university emails.
PJP online test to identify their personalities.

Could you describe the process of recruitment?
The process goes like that: We have posted the vacancies and received 715 applications, we selected 72 candidates, and invited them on 2 day event (split by 36 people per day). They were divided to groups and ask to give a short (5 minutes) pitches and perform 2 games, first a law case and second a lego game. Those games showed their initial abilities to cope and the potential roles to be performed within the companies. After 2 days they set up an individual meetings of 45 minutes, where candidates were asked to do a wider presentation about themselves, education, experience, abilities (10 minutes). And also to perform PJP personality test.

Have you ever used paid tools? Which ones? Why?
We pay for offentligajobb.se and PJP tests.

Is there anything you dislike about those tools?
No, the tools are fine. They are all well known and I don’t see why to use something else. We manage to attract more than enough applicants, since we are reaching many of them personally by emails. However, the problem we faced is in initial screening of 715 resumes. We are 10 HRs with a different perception and visions. The challenge was in synchronisation of our activities to perform evaluation in order to make sure we passed the wright ones in. We have a policy between 10 of us to stop evaluating if we are feeling down and under the mood, because we believe it is important not to miss a brilliant.
IV Appendix C. Phone call introduction & Follow up email

Warm intro for cold phone calling:
“Hello my name is Arman. I am currently doing research for a project in a program organised by Helsingborg stad (Think Accelerate).

Our aim is to understand difficulties and problems companies face while recruiting.

It would have been helpful if you could contribute by answering couple of questions as an expert.

• Do you think we could set up a personal meeting that will take 15-20 minutes?
• Maybe we can do that via Skype?

Thank you so much for your contribution. I will send interview questions in advance by email. Looking forward to meet you on … .”

Follow up email:
“Hej … ,

Thanks for the interview today! You have helped us a lot.
Our team appreciates that!

Best regards
huntup.me team ”
V Appendix D. About founded company

*Hire talents by ranked proven skills*

*High level concept: Google for HRs*

The huntup.me company was founded as a result of current research. It aims to solve a problem discovered during research.

Huntup.me is changing the talent acquisition process to another direction. The headache of searching, evaluating, ranking and choosing the most appropriate candidates for further consideration is down to the single solution that huntup.me offers, which is now automated, centralised and transparent.

Candidates evaluated by performing tests on hard and soft skills and allocated in ranking system. Tests are prepared, approved or customised by area professionals (universities, testing organisations etc.).

The approach of candidate indexation on professional and personal qualities would help to determine the current level of knowledge and experience, potential, belonging to a particular type of work more accurately. Our solution makes possible to evaluate a huge number of candidates and select the most suitable.

Candidates are able to follow their progress and to motivate themselves to perform other tests in order to improve the probability of getting "under the microscope" of the largest top companies.

The tests are specifically designed to be performed under 15-30 minutes. Test results, time spent and number of attempts are all affect the ranking.

HR does not need to post the vacant position and wait for people to apply. The beauty of solution is that HR gets the pool of most appropriate candidates immediately. Just like we use google for searching information. This helps HR to avoid wasting time and energy on irrelevant candidates and to concentrate on further process of evaluation.