

“People are your most important asset” is wrong. People are not your most important asset. The *right* people are.

Jim Collins, *Good To Great*



Using Algorithms in the “War for Talent”

monograph

solution

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► CHALLENGE

While millions have been spent on catering to job seekers, companies who pay the bills are left with keyword search, resumes that don't match the need and little course of action.

► STRATEGY

Extract concepts about an employer's operation, products and strategies. Use pattern matching algorithms to analyze resumes and sequence them by fit to organization.

► STRATEGY

Offer a limited taxonomy feature that allows a divisional head to not only find the best matches, but further limit to finance, sales, operations, etc.

► STRATEGY

Once employer is profiled, passively analyze new resumes as they are submitted for high degree matches. Email the resume proactively to the employer.

Craigslist adds 500,000 new job postings a month — 6 million job postings a year, from a company staffed by only 22 employees. Why is job search being commoditized? Is this the best technology has to offer?

Guy gets into an elevator. He's asked how it's going today. "I am going to log over 800 hours of overtime this year. Can you believe it?" Was the expression on his face one of pride or one of despair? When is too much — too much?

It may be time to ask Monster.com and many online job boards the same question. With claims of 41 million resumes, is keyword search the right answer. Searching for IBM alone reveals more IBM engagements, joint projects and certification information than employees who actually worked for IBM. A recent search of CareerBuilder.com revealed 66,417 job listings for the search term "business development." Narrowing by a sales category still leaves the seeker with 20,000 postings and even more alarming — an accounting firm has 2,096 job postings alone that mention business development. And the chaos does not end there. Online boards have an interesting business model, taking revenue from companies, but clearly treating the job seeker as the client. Look no further than Monster Salary, Monster Networking and Monster Relocation.

At Infornaotics, we believe it's time for a paradigm shift and it may come in an area you would least expect — the job posting. They are poorly written by line managers who lack

expertise, asking for good communication skills, proven client relationship skills and preferring an advanced degree. That pretty much sums up most of the 66,000 positions.

What if we could throw away the job posting and instead load a whitepaper or brochure into the system that describes our operation, strategies or products? After all, we need employees who can help our organization deliver and fulfill the company's commitments to our clients. Beyond business development, we may be looking for a candidate that can work with energy clients in the area of compliance, transactions, tax, carbon emissions, foreign entities, Sarbanes Oxley and disputes. These terms describe our practice and it's these concepts we are looking for in a candidate's resume.

Within minutes, 41 million resumes can be scanned for these and many other key concepts that describe our practice. Not only will we get a short list of qualified candidates, but they will be sequenced by highest degree of match. Best part is that we can leave the profile loaded in the system to passively look for candidates 24/7, 365 days a year. When there is a 98%+ match, we get an email within minutes of the resume being uploaded onto the board by a new job seeker. We can always make room for another winner!

This "pattern matching" technology will create a second paradigm shift. Job boards will proactively index large company websites, harvest key concepts and match resumes to organizations. One day an unsuspecting employer will receive a resume suggesting the perfect candidate.

example search term	resume count
<i>business development</i>	> 4,000 resumes*
<i>business development and energy</i>	> 4,000 resumes*
<i>business development and energy and tax and compliance and transaction</i>	34 resumes
<i>business development and energy and tax and compliance and transaction and foreign</i>	7 resumes
<i>business development and energy and tax and compliance and transaction and foreign and sarbanes</i>	1 resume

* CareerBuilder.com maxes out at 4,000 returned search results



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