Recruitment SMART

nrg

TRANSFORMING THE HIRING PROCESS OF A FORTUNE 500 ENERGY COMPANY



COMPANY OVERVIEW

NRG Energy Inc. is a large American energy company dedicated to electric and retail generation. The company's portfolio includes natural gas generation, coal generation, oil generation, nuclear generation, wind generation, utility-scale generation, and distributed solar generation. With diverse sales channels including call centers, direct sales, websites, brokers, brick-and-mortar stores, and 11 acquired energy companies, NRG Energy's success highly depends on the quality of its human resource.

During our introduction to NRG Energy, Inc., the key concerns highlighted in the recruitment cycle were overworked recruiters with hundreds of resumes to review for a single job requisition. The team of recruiters at the company was battling with high time to hire, candidate rejections, and continually rising costs to hire. To address the underlying problems in the talent acquisition cycle NRG explored various talent intelligence platforms available on the SAP SuccessFactors App store- the ATS deployed by the company. The large energy entity chose Recruitment Smart over 5 leading talent intelligence software to optimize their hiring cycle in terms of cost, time, and effort of screening and shortlisting candidates.

FROM REACTIVE TO PROACTIVE- JOURNEY OF RECRUITERS AT NRG WITH SNIPERAI

There was a definite need for an Artificial Intelligence enabled talent software that could facilitate automation and streamline the recruitment process of NRG Energy. The key role of SniperAI included reducing the transactional workload on recruiters like reviewing hundreds and thousands of resumes for a single job opening to save time, cost, and effort per recruiter and improve candidate conversion numbers.

By reducing the transactional workload on recruiters, the company wanted to redirect recruiters' efforts into strategic tasks like reaching out to potential candidates and increasing the conversion rate in each job opening. This was made possible with SniperAI's key features that included bulk uploading of candidates from various job boards, real-time parsing of resumes, and highly accurate hiring scores assigned to each potential candidate for varied job openings on their ATS- SAP SuccessFactors.

The recruiters started trusting the hiring scores assigned by SniperAI through their personal experience as they witnessed that they were reliable for job openings across all levels of management. Once the trust was built, there was a significant change in the way daily activities were performed by the recruiters. They were able to proactively participate in reaching out to top potential candidates, interacting with them, and increasing the pace of the hiring process. The proactive recruiters could see a significant reduction in the loss of candidates to competitors, timely completion of the hiring process, and effort minimization.



Seamless Integration with SAP SuccessFactors

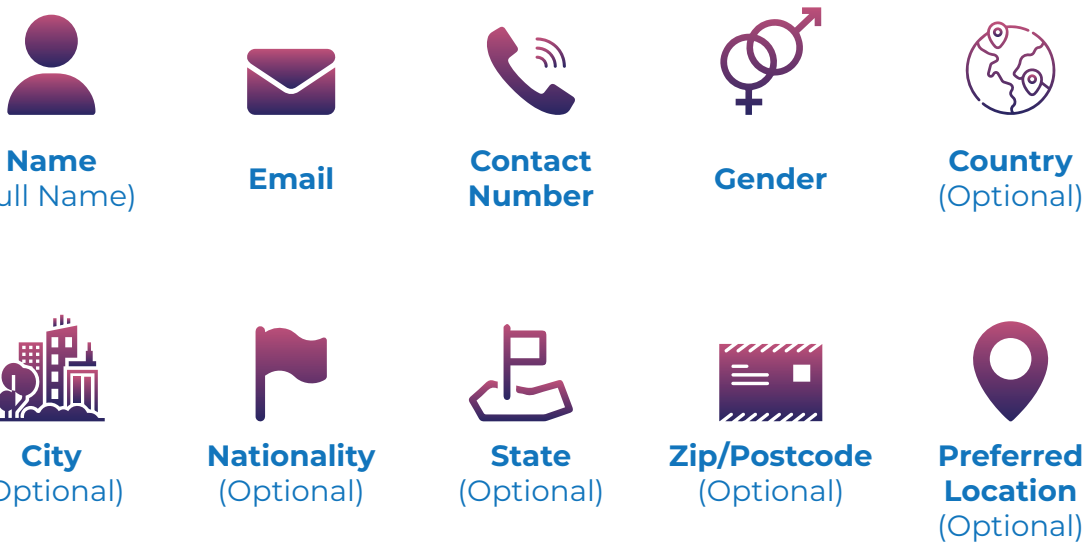
HELPING NRG ENERGY ADDRESS ITS CANDIDATE ENGAGEMENT CONCERNS & ACHIEVE DIVERSITY & INCLUSION GOALS

After a strategic rollout of SniperAI's key features spread in a few phases over one year, the recruiter team of NRG Energy demonstrated concerns in candidate engagement and candidate outreach. At first, the team employed a chatbot through our candidate engagement tool- JeevesAI that would send emails to potential candidates (which can also be sent in bulk) along with 4 key questions to be answered by interested candidates. Recruiters, after receiving answers to all these questions could decide on taking the acquisition process ahead. Although, our team later received a review from the recruitment team that candidates were not inclined on being up to date on their emails.

To further remedy the candidate outreach, we employed JeevesAI's SMSbot, a feature that would send out SMS to potential candidates (which can be sent in bulk) and additionally allowed the recruiter to get in touch with passive candidates (ones that previously applied for the same or similar job requisition posted by the company). This increased the number of candidates reached and increased the pool of potential candidates to choose from for the company.

Meanwhile, Recruitment Smart took to addressing the concern of unmet diversity and inclusion goals of NRG Energy. The company always insisted on unified and inclusive culture for better collaboration and performance. However, the company continued to struggle with unconscious biases that creep into the system during the hiring process.

We introduced SniperAI's Equitable Hiring Algorithm to mitigate these biases. The Equitable Hiring feature conceals the candidate's characteristics such as gender, race, nationality, religion, and so on and the recruiter only sees the skills that are pertinent to ascertain if the candidate is a right fit for the job requisition. These identifiers are configurable, so the company can decide which identifiers are to be masked as per their D&I strategy. Following are the configurable fields that were available to NRG Energy-



The configurable fields in our Equitable Hiring features are not limited to the above list. We can configure any identifiers on resumes that also include but are not limited to Ethnicity, Race, Academic Credentials, and Orientation)

To mitigate the unconscious biases in the system, Recruitment Smart enabled 3 key formulations in its Equitable Hiring Feature -

Bias Checker

- To examine the job description/skill map and analyze the historical data to determine which candidates were shortlisted and selected, and which were rejected.
- To evaluate all previous candidates considered for a job, generate a fitment score, and create a comparative map to separate and study outliers (candidates with high fitment scores who were not shortlisted and candidates with low fitment scores who were shortlisted/selected).
- To examine how large this outlier group is and whether there are any biases in the recruiters' selection decisions (gender, race, religion, etc.).

Equitable Hiring

- To check for prospective biases, Recruitment Smart innovated- Blind Hiring technology to conceal personal identifiers such as name, phone number, age, location, previous employer, etc.
- It helps in addressing a wide variety of biases substantially including gender, race, religion, etc. with varying confidence. It then assesses the skills of the candidate to make recommendations and it only reveals the name/contact details of the candidate once recruiters have decided on the candidature (shortlist/reject etc.).

Job Description Templatization

- To eliminate gender bias from the start of the process by creating a standardized job description with inclusive diction that lists skills in a gender-neutral manner to encourage female candidates to apply for the job.

Once the Equitable Hiring feature was rolled out, the team of Recruitment Smart, by being consistently available to the recruiters addressed possible loopholes in the process. At NRG, the exercise of shortlisting candidates is conducted by the HR manager. After sourcing masked resumes through Equitable Feature and hiring scores by SniperAI, recruiters were allowed to choose if they want to send the resumes for shortlisting in masked or unmasked format.

Further on, to ease the process of shortlisting candidates for the HR Manager, the team further augmented the process by reducing the need to switch back to their ATS- SAP SuccessFactors. The sourced candidates and their information along with the resumes are now sent directly to the HR manager via email. Earlier, the process included going back to the ATS to access the resume.

NRG ENERGY'S EXPERIENCE ON EMPLOYING SNIPERAI'S EQUITABLE HIRING ALGORITHM TO ACHIEVE ITS DIVERSITY & INCLUSION GOALS

- **NRG Energy employed Recruitment Smart's Equitable Hiring Feature on 80% of its Job Requisitions to address unconscious human biases in its recruitment process within one year of its roll-out.**
- **SniperAI's Equitable Hiring was instrumental in NRG's recognition as a Champion of Board Diversity by the Forum of Executive Women.**

Started the Sniper AI tool implementation for resume blinding, aiming to minimize unconscious biases from the hiring process.

Expanded benefits to include gender-based health benefits such as gender change coverage.

Recognized as a Champion of Board Diversity by The Forum of Executive Women.

The role of the Equitable Hiring Algorithm has been key in NRG's journey towards achieving its Diversity and Inclusion Goals-

- **Recruiter Experience at NRG on using SniperAI as their Talent Intelligence Partner**

Sniper dives deep and finds candidates that were invisible. This product helped fill up my pipeline with quality candidates.

- Doug, Recruiting Manager at NRG Energy

Having one tool for sourcing, blind hiring, and AI feature

- Jessica, Recruiter at NRG Energy

Our business has been able to better source our current database of candidates, and also have a greater reach with candidates on external job boards - all in one place.

- Anonymous Recruiter at NRG Energy

SNIPERAI- A TALENT INTELLIGENCE PLATFORM THAT TRULY ENGAGES WITH ITS CLIENTS TO AUGMENT THEIR TALENT ACQUISITION PROCESS

Our journey with NRG Energy is a testimony of the limitless efforts and going beyond the defined requisition that our team takes to guarantee an experience of streamlining the client's recruitment process by aligning with its talent acquisition strategies and requirements. Our team believes in engaging with the client at every stage of the augmentation process and addressing concerns and loopholes by innovating our product per the company's strategic talent acquisition requirements.