



# Table of Contents

- Survey Methodology ..... 2
- Introduction ..... 3
- Survey Highlights .....4
- Complete Survey Findings.....5
  - 1. The Recruiter Experience ..... 5
    - Recruiting Stages & Activities .....5
    - Manual Processes Persist .....5
    - Where Manual Data Entry Is Creeping In ... and the Time It Eats Up.....5
    - What’s Driving the Use of Manual Processes? .....6
    - How Prevalent Is Automation?.....7
  - 2. Favored Recruiting Technologies .....7
    - The Technologies TA Teams Utilize Most .....7
    - Which Technologies Stumble on Integration? .....9
    - Better Integrations Mean Significant Time Savings ..... 11
    - Barriers To Adopting New Technologies..... 12
    - Ease of Use Is Non-Negotiable ..... 12
  - 3. Recruiting Satisfaction Levels ..... 13
    - TA Teams’ Overall Satisfaction Levels Are Surprisingly High ..... 13
    - Stakeholders’ Satisfaction Levels Are Equally High..... 14
    - Diving Deeper Into Satisfaction ..... 14
- Key Takeaways ..... 16
- About JobSync and Talent Board ..... 17

## Survey Methodology

[JobSync](#) and [Talent Board](#) surveyed Talent Acquisition and HR teams and their leadership worldwide regarding the recruiting tools and technologies they’re using to improve the candidate and recruiter experiences. We also wanted to know whether these tools and technologies are living up to expectations and what future investments in recruiting technology participants’ are considering. We received a total of nearly 250 anonymous survey responses online from July 28 to August 28, 2022, representing companies of all sizes and across a wide range of industries.

## Introduction

Although the candidate and recruiter experiences are distinctly different from one another, they're also deeply intertwined. When the end-to-end candidate experience is positive, it's a good bet that the recruiter experience is too. When candidates are struggling to cope with poor, disjointed, or protracted experiences, recruiters and hiring managers are likely struggling with similar issues.

Fortunately, a host of sophisticated and user-friendly recruiting technologies are available to streamline and improve the recruiting process for both groups. These technologies relieve Talent Acquisition (TA) teams of repetitive, time-consuming tasks while also making candidates' lives easier at practically every phase of their journey—from application to screenings and assessments to interviewing and onboarding.



However, this abundance of recruiting technologies has created its own set of challenges for TA teams. Integration (or rather a lack of it) is at the top of the list. TA teams are now using a multitude of tools and systems that weren't

However, this abundance of recruiting technologies has created its own set of challenges for TA teams. Integration (or rather a lack of it) is at the top of the list.

originally designed to work together or even “talk” to one another. Indeed, some teams are using six to 12 different systems and technologies to handle recruiting tasks.

No two TA teams have the same needs, goals, or processes. As a result, they configure their technologies and systems in unique ways, which typically requires some customization

or jerry-rigging to get them to work together. In addition, recruiters and hiring managers must learn all of these individual technologies and systems—along with the tricks required to make them all work together—and then take the time to access them each day. So, despite automation's promise, manual tasks continue to creep into the recruiting process at many organizations.

To better understand how all of this is shaking out, JobSync and Talent Board surveyed recruiters, hiring managers, and other TA/HR professionals. We asked them to cite the tools and technologies they rely on most, how well integrated these tools and technologies really are and how much manual effort and time they're still investing in their recruiting process, and what past recruiting tech integrations have done to improve the candidate and recruiter experiences.

Despite automation's promise, manual processes continue to creep into the recruiting tasks at many organizations.

TA and HR team members across the world gave us the answers to these and other critical questions.

## Survey Highlights

Here's a sampling of some of our key insights and survey data points:

-  **The ATS Is the Least Well-Integrated Recruiting Technology**

The ATS is one of the oldest and most widely adopted recruiting technologies. And yet, one-quarter of participants said their ATS isn't well-integrated into their recruiting tech stack—the highest percentage among all of the technologies they use.
-  **Other Technologies Stumble Over Integration Too**

16% of participants said their screening and assessment tools don't integrate well into their recruiting tech stack. CRMs, background screening systems, and virtual recruiting event platforms were also called out for poor integration by 15% of participants each.
-  **Past Integrations Have Paid Huge Dividends**

When participants have invested in improving the integration of their recruiting technologies, 50% said it improved their company's candidate experience ... 45% said it enhanced the recruiter experience ... 44% said it removed manual tasks ... and 18% said it pulled exponentially more value from their current systems.
-  **Manual Processes Are Sapping Recruiters' Time & Productivity**

61% of respondents continue to spend 6+ hours a week on manual processes. This is precious time not spent on strategic activities that add value—like actual recruiting.
-  **Automation Is the Future But ...**

Up to half of the recruiting process is automated for 43% of participants. While we expect automation to increase over time, TA teams are struggling to get the integration they need to leverage automation effectively. 36% have concerns over the integration of new technologies with their legacy tools and systems.
-  **TA Teams Have Concerns About Adopting New Technologies**

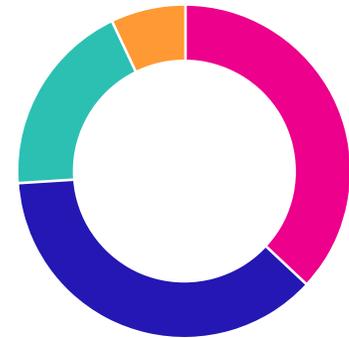
29% are concerned about cost and ROI ... 23% worry about ease-of-use and whether recruiters will actually use the new tech ... and 20% are concerned over new tech integrating smoothly with legacy tools and systems.

# Complete Survey Findings

## 1. The Recruiter Experience

### MANUAL PROCESSES PERSIST

Although recruiting is firmly entrenched in the automation age, our participants continue to use some manual processes (filling in/downloading/uploading spreadsheets, data entry, creating email/call logs, etc.). We asked them to estimate how much of their overall recruiting process is still based in manual tasks.

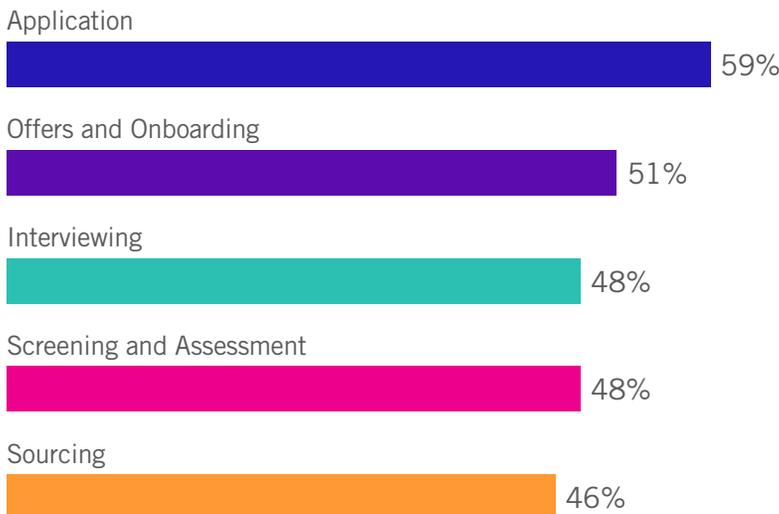


An astonishing 63% of participants said that more than a quarter of their overall recruiting process continues to be manual. Regardless of how automated recruiting becomes, TA teams will likely continue to do some tasks manually. This isn't unreasonable. However, TA teams are tasked with one of a company's most important jobs: to find the people needed to drive the business forward and secure its future. TA team members simply can't do the demanding work of attracting that talent and building relationships with the most promising candidates if they're spending their precious time manually entering data and creating/updating spreadsheets.

- 37% Less than 10% of our overall process
- 37% 11% to 25% of our overall process
- 19% 26% to 50% of our overall process
- 7% 51% to 75% of our overall process

### WHERE MANUAL DATA ENTRY IS CREEPING IN ... AND THE TIME IT EATS UP

Here are the top five stages in the recruiting process where participants do some amount of manual data entry (or use a combination of automation technology and manual data entry), along with the percentage of affected participants.



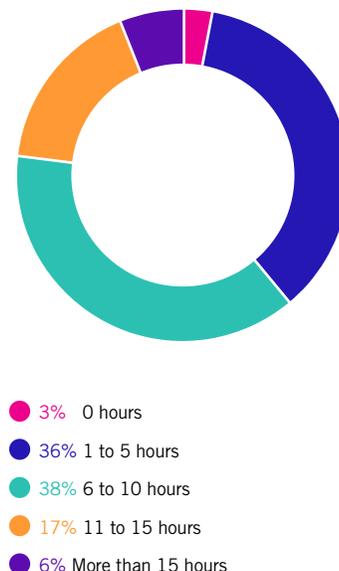
ATS technology was designed, in part, to help automate the Application stage and reduce the amount of time recruiters spent manually inputting candidate data. And yet, the Application stage is the number one stage where TA team members are spending the most time entering data by hand. Put plainly, the ATS is falling short—not only in terms of reducing manual data entry but also, crucially, in its ability to effectively integrate with other recruiting technologies (as we'll explore later in this report).

A significant percentage of our participants also conduct manual data entry in other recruiting stages and activities: 43% do so during the Candidate Attraction stage; 40% do so during Candidate Communications; and 32% do so to provide Candidate Feedback.

We also asked participants how many hours per week they spend doing manual data entry and/or using spreadsheets.

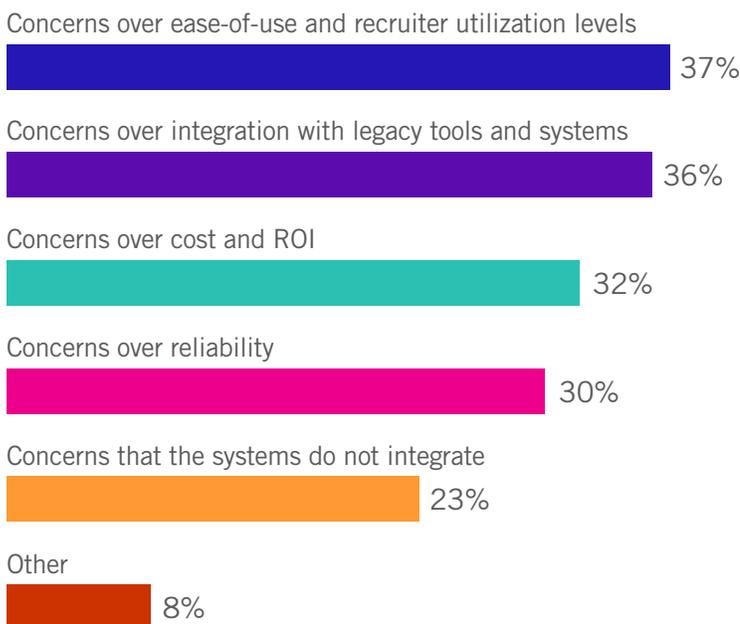
Even with the most efficient tech stack supporting a TA team, it's not unreasonable to assume that many recruiters will spend some nominal amount of time each week or month doing a bit of manual data entry. However, with 61% of participants doing so for 6 or more hours every week, it's clear that the technologies they've invested in aren't living up to their promise.

The good news is there's a dual opportunity for improvement here. First, recruiting technology companies should be working with and listening more closely to their customers in designing and redesigning their products. Second, until and unless that happens, TA teams should consider implementing a platform that builds connections between all of the tools in their tech stack while also incorporating their customized processes and workflows. This type of solution eliminates the need for manual workarounds and partial integrations between only one or two recruiting tools.



### WHAT'S DRIVING THE USE OF MANUAL PROCESSES?

We asked participants to cite the main reasons they continue to use manual spreadsheets and processes rather than adopting an integration platform to unify their entire tech stack\*.

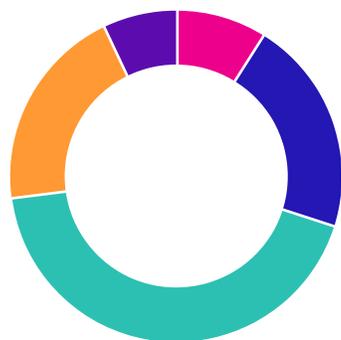


The two main reasons TA teams continue to use manual spreadsheets and processes rather than adopting an integration platform are: 1) concerns over ease-of-use and recruiter utilization levels (37%), and 2) concerns over integration with legacy tools and systems (36%). Ironically, all of these concerns can be alleviated by a reliable integration platform.

Not far behind these responses are two perennial issues related to any TA/HR technology: concerns over cost and ROI (32%) and concerns over reliability (30%).

All of these concerns are well founded. Yet, as TA teams find themselves increasingly pressed by senior leaders to find new hires—and in a market where talent is becoming more and more difficult to find, woo, and win—we believe teams will have to overcome these concerns and work with reputable, proven integration platform providers. Better integrations are the key to reducing the amount of time they're spending on manual processes and workarounds, and reinvesting that time back into strategic talent attraction, building strong candidate relationships, and being more responsive to candidates in general.

Crucially, while integration services abound for the back-end of the recruitment/HR processes (payroll and benefits, for example), there’s a decided lack of integration options focused on solving the front-end recruitment challenges (talent engagement, a smooth application process, etc.). Integrations provided by ATS vendors and job boards, for instance, often deliver only partial solutions or, worse still, create more/other problems. For recruitment teams to accelerate their throughput and improve the candidate and recruiter experiences, recruiting tech integrations must also account and solve for each company’s unique talent and business needs.



- 9% Less than 10% of our overall process
- 21% 11% to 25% of our overall process
- 43% 26% to 50% of our overall process
- 20% 51% to 75% of our overall process
- 7% Greater than 75% of our overall process

### HOW PREVALENT IS AUTOMATION?

Since manual processes continue to work their way into recruiting, we wanted to know how much of participants’ overall recruiting process is currently automated. Their responses were:

More than half of the recruiting process is automated for just a total of 27% of respondents. By no means do we recommend taking the human element out of recruiting; in fact, it’s more important than ever, particularly at the Talent Attraction and Interviewing stages. But, based on these responses, there’s clearly plenty of opportunity for TA teams to improve recruiter success and productivity levels—not to mention the overall speed and efficiency of the recruiting process and the quality of the recruiter and candidate experiences—with wisely used and integrated recruiting technologies.

This brings us to the technologies themselves.

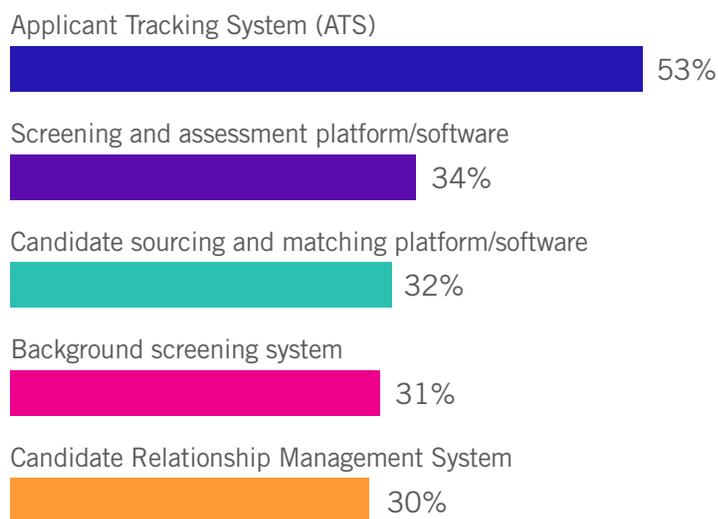
## 2. Favored Recruiting Technologies

### THE TECHNOLOGIES TA TEAMS UTILIZE MOST

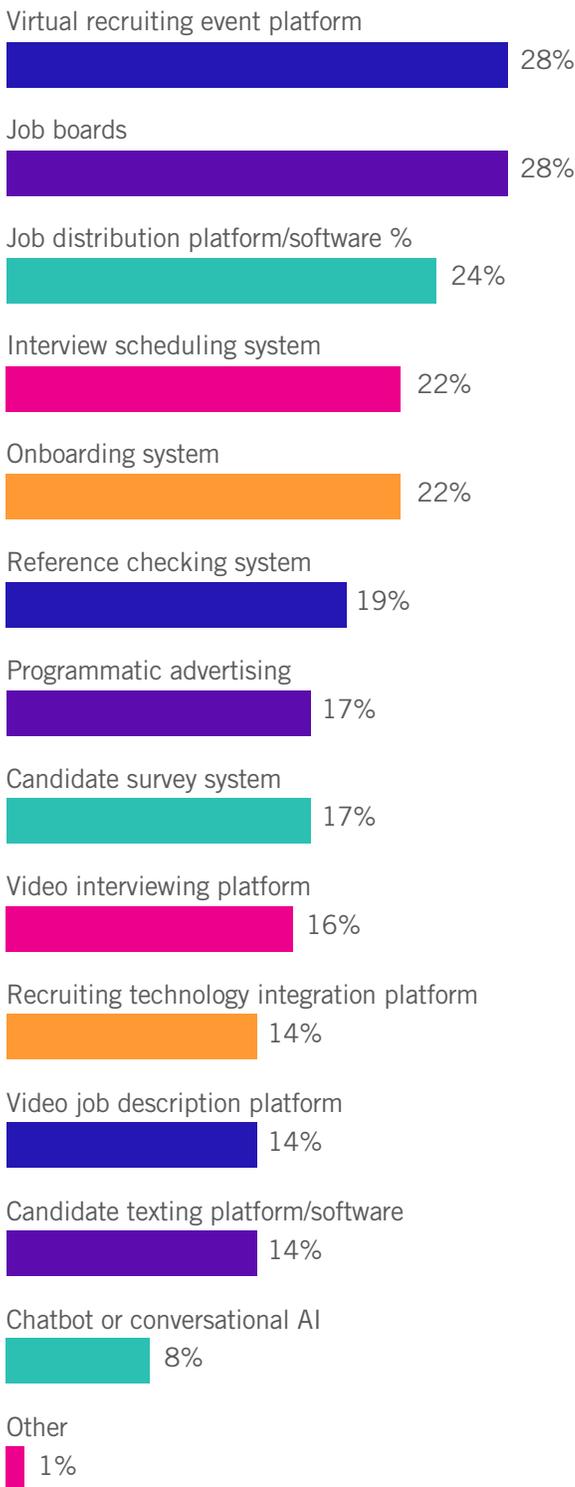
We asked participants to identify the recruiting technologies their teams are currently using\*. Their top five responses were.

It’s clear from these responses that stalwart technologies remain deeply embedded in the recruiting tech stack, despite the ongoing release of new tools and tech. This isn’t surprising, as some of these technologies (ATSs and CRMs, for instance) have been around for well over a decade.

ATSs top the list of TA teams’ most used technologies by a wide margin (at 53%), followed by screening/assessment tools (34%), candidate sourcing and matching platforms/software (32%), and background screening systems and CRMs (at 31% and 30%, respectively).



Not far behind are a host of other technologies, both old and new, that TA teams are relying on to a lesser degree.



While utilization of some of the more familiar technologies is either holding steady or on the wane (job boards, interview scheduling systems, and reference checking systems, for example), the use of some of the newer technologies is on the rise. Virtual recruiting event platforms, programmatic advertising, and chatbots/conversational AI, are prime examples.

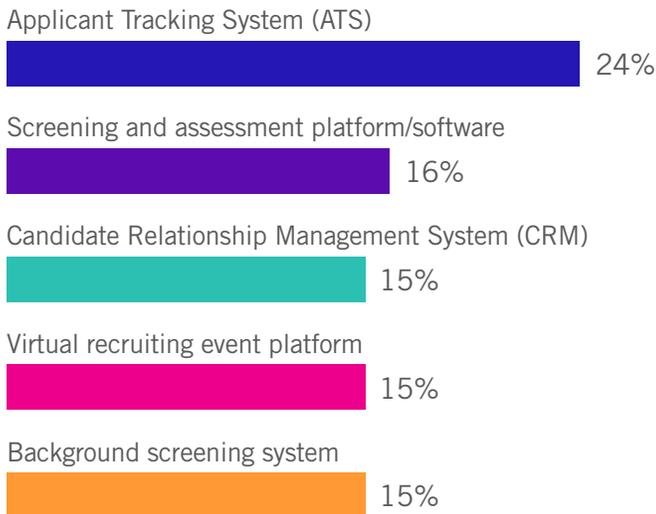
Although it's difficult to make predictions where recruiting technology is concerned, JobSync and Talent Board fully expect some of the newer technologies will be more fully embraced in the months and years ahead, as TA teams seek out innovative solutions for filling their talent shortages and their relentless need to attract and retain the most valued talent.

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As Talent Board has noted in other recent reports, TA teams must increasingly rely on the judicious aid of recruiting tech, if only to keep pace with the surging demand for new talent. In light of this, it's surprising that the percentages above aren't a bit higher overall, particularly as the capabilities and affordability of most recruiting tech continue to improve. However, this likely reflects the fact that many of these technologies simply don't integrate easily or well into an existing tech stack, or can't be readily configured out of the box to meet a team's specific needs.

### WHICH TECHNOLOGIES STUMBLE ON INTEGRATION?

Indeed, we asked participants which of their favored technologies don't integrate well with their overall recruiting tech stack\*. Their top five responses were.



As you can see, their top five responses here are nearly identical to those of the previous question (which technologies they rely on most). ATSs lead the field by a fair margin (at 24%), followed by screening and assessment solutions (at 16%) and CRMs, virtual recruiting event platforms, and background screening systems (all at 15% each). It seems a shame that the one technology TA teams rely on most, the ATS, is also at the top of their integration failure list.

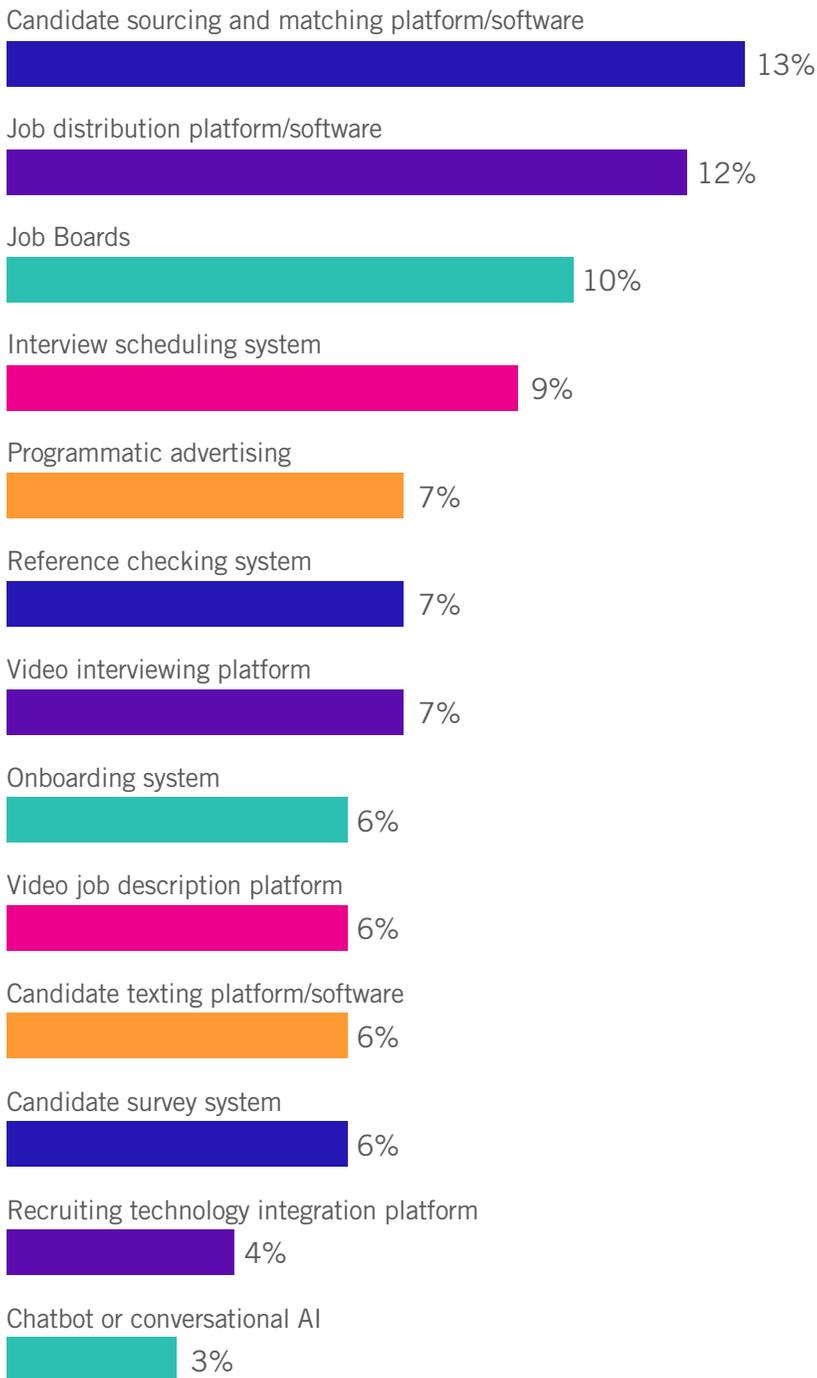
The most common problems when trying to integrate an ATS into a tech stack (e.g., the multitude of ATS designs; their lack of a universal, easily graspable nomenclature

or set of operational procedures; their inability to “talk” with other systems; etc.) are all emblematic of the chief limitations for many other recruiting technologies. The fact is, no creative workaround or built-in feature of these technologies universally eliminates the gaps and disconnects that exist between them. Until TA teams consider implementing a platform that integrates all of their recruiting technologies, they'll have to continue creating manual workarounds to compensate for those gaps and disconnects.

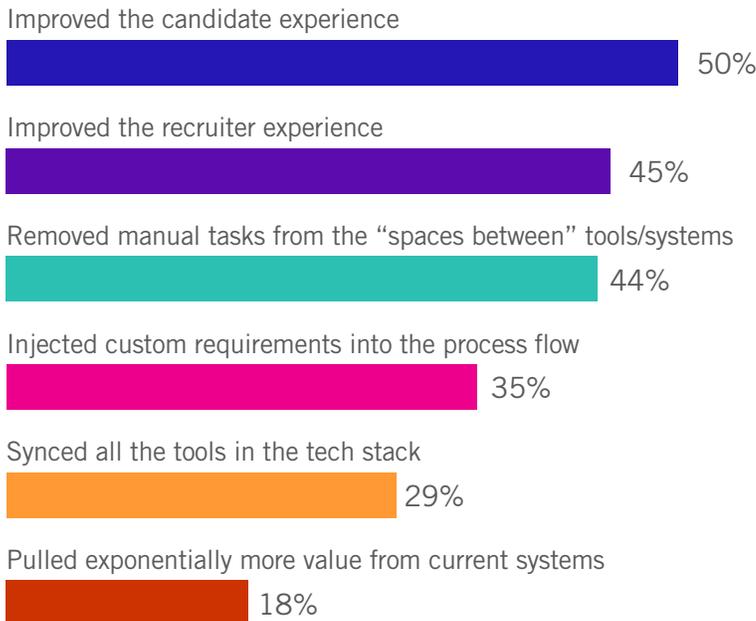
As disappointing as this situation is, make no mistake—integrating recruiting technologies in one way or another is critical and well worth the effort. Along with freeing recruiters from the heavy lifting and repetitive aspects of their work, recruiting technologies also bolster the quality, efficiency, and outcomes of both the recruiter's and candidate's experiences. All top 10 of 2021's CandE Award-winning companies (i.e., those with the world's highest-rated candidate experiences) incorporate recruiting automation technologies into their recruiting process to varying degrees.

Until TA teams consider implementing a platform that integrates all of their recruiting technologies, they'll have to continue creating manual workarounds to compensate for those gaps and disconnects.

Other recruiting technologies that participants said fail to integrate well with their overall recruiting tech stack include:



Knowing how important integration is to their tech stack—and, ultimately, to the quality of their recruiter and candidate experiences—we asked participants what their past integrations have helped to accomplish\*. They responded.



It’s gratifying to see that improvements to the candidate and recruiter experiences (at 50% and 45%, respectively) top this list. At the end of day, these experiences have a huge impact on a company’s employment brand and reputation, so making improvement in these areas pays real dividends. Right behind these responses is the removal of manual tasks from the spaces between tools and systems (at 44%), which is crucial, as this frees up recruiters to focus on more important tasks such as candidate communication and relationship building.

Rounding out this list are three items that are highly desirable to every TA team: injecting custom requirements into the process flow (at 35%), syncing all the tools in the tech stack (at 29%), and pulling exponentially more value from current systems (at 18%).

**BETTER INTEGRATIONS PAY MAJOR DIVIDENDS**

We asked what percentage of recruiters’ time could be saved by having job boards fully integrated into their ATS (i.e., applications completed on the job boards):

55% of respondents said that more than a quarter of their recruiters’ time could be saved if job boards were fully integrated into their ATSs.

This is just one example of the significant time savings TA teams could reap by having their various recruiting technologies fully integrated.

While half of our participants said their tech stack integrations have improved their companies’ candidate experience, more progress needs to be made: more than half (57%) of participants said these improvements were “somewhat positive” and 7% said their integrations had “no impact” at all.

Understandably, some integrations will have no impact on the candidate experience (e.g., getting certain tools to share data effectively may only eliminate some of the manual work recruiters do). However, getting an ATS to sync properly with a company’s application process can go a long way toward reducing candidate abandonment and improving the experience for busy and desirable candidates.

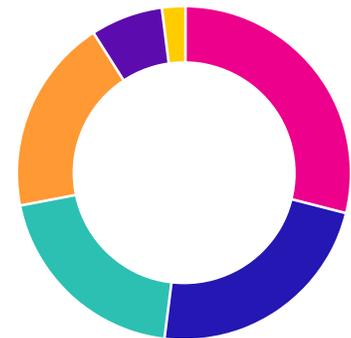
In fact, when recruiting technologies are well integrated and over 50% of recruiting processes are automated, the positive impact on candidate experience is perceived to increase by 56% (36% to 64%). That’s quite a dramatic increase and can make the difference in not losing potentially qualified candidates in the future, as well as their willingness to refer others.

### BARRIERS TO ADOPTING NEW TECHNOLOGIES

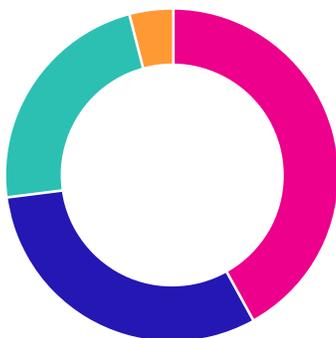
It’s hard to embrace new technologies when your legacy technologies aren’t integrating efficiently or are falling short of expectations in terms ease of use. We asked participants to cite the single greatest barrier to their TA team adopting new recruiting technologies.

Although concerns over cost and ROI top the list (at 29%), they didn’t do so by a great margin. In fact, the percentages were fairly evenly spread out across the leading responses, with concerns over ease-of-use and recruiter utilization levels coming in at the number two spot (at 23%), concerns over integration with legacy tools and systems following closely (at 20%), and concerns over reliability coming next (at 19%). The final response (don’t feel we need them) was notably lower than all the others (at just 7%).

It’s worth noting that, when concerns over integration are an issue, manual data entry or a combination of automation technology and manual data entry at the Application stage are 22% higher, which in turn reduces recruiters’ productivity, success, and satisfaction.



- 29% Concerns over cost and ROI
- 23% Concerns over ease-of-use and recruiter utilization levels
- 20% Concerns over integration with legacy tools and systems
- 19% Concerns over reliability
- 7% Don't feel we need them
- 2% Other



- 42% Good but not great
- 31% Excellent
- 23% Spotty
- 4% Poor

### EASE OF USE IS NON-NEGOTIABLE

It’s no coincidence that we end this “Favored Recruiting Technologies” section with ease of use. It’s the bottom line where tech is concerned. It’s non-negotiable. Technologies that aren’t easy to use will simply be ignored, even if recruiters have to use manual processes as a result (as we saw above).

We asked participants to rate the overall ease-of-use of the recruiting technologies they’re using.

Certainly, recruiting technology designers know how important ease of use is in their products. And yet, like technology designers in other categories, they get some things right and some things wrong. Judging by the percentages above,

recruiting tech designers are doing a fairly good job overall, but there's still room for improvement. This is especially true in terms of lifting ease of use from good to great in a number of recruiting technologies, and we suspect that's where most TA teams want designers to focus—especially since technologies that have spotty or poor ease of use are likely not being used.

### 3. Recruiting Satisfaction Levels

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#### TA TEAMS' OVERALL SATISFACTION LEVELS ARE SURPRISINGLY HIGH

Today's TA teams are working under an extraordinary set of circumstances. Talent shortages are becoming more and more common (there are more than 11 million open jobs in the U.S. at the time of this report), so the competition for qualified candidates has never been greater. The best candidates are often entertaining two or three offers at any given time and they frequently "ghost" recruiters and hiring managers at both the interview and offer stages of the recruiting process. This is a very different recruiting environment than a few short years ago.

You might expect all of this to have a fairly negative impact on TA teams' overall satisfaction levels. However, when we asked participants how satisfied they are with their overall recruiting success, an astounding 85% said they're satisfied or very satisfied (58% satisfied, 27% very satisfied). Only 14% said they're dissatisfied, and a mere 1% said they're very dissatisfied.

#### ALSO WORTH NOTING:

- **TA teams' highest satisfaction levels rise with company size ... but rise then fall with annual hires:** At companies with up to 2,500 employees, 22% of participants said they're very satisfied; at companies with 2,500 to 10,000 employees, 26% are very satisfied; and at companies with 10,000+ employees, 38% are very satisfied. As for the impact of the number of annual hires, 25% of participants said they're very satisfied with their recruiting success at companies hiring up to 500 people annually; at companies hiring 500 to 5,000 people annually, 32% are very satisfied; and at companies hiring 5,000+ people annually, 25% are very satisfied.
- **The highest satisfaction levels rise with recruiting automation:** As you might expect, participants' highest satisfaction levels rise when they are increasingly assisted by recruiting automation tech. At companies where up to a quarter of the recruiting is automated, 17% of participants said they're very satisfied. At companies where up to half of recruiting is automated, 24% are very satisfied. And at companies where more than half of recruiting is automated, 44% are very satisfied. Clearly, automation takes care of repetitive tasks that in turn helps to drive the highest levels of satisfaction among TA teams so they can focus on human interactions and relationship building, despite these technologies' foibles and shortcomings at times.
- **Effective tech stack integrations also drive up the highest satisfaction levels:** When a company's recruiting technologies are effectively integrated and synced (all the way from Sourcing through to Hiring/Onboarding), the percentage of participants who said they're very satisfied with their recruiting success increased from 27% to 44%. And when recruiting technology integrations positively impacted their company's candidate experience, participants who are very satisfied increased from 27% to 50%.



## Senior Leaders

The discrepancy in satisfaction levels made yet another appearance in this survey: When we look only at responses from VPs, SVPs, and the C-suite, 46% said they're very satisfied with their TA teams' overall recruiting success; in contrast, only 12% of recruiters and recruiting specialists said they're very satisfied—a remarkable difference.

## Directors & Managers

When we consider only Directors and Managers, 22% said they're very satisfied, which is lower than their superiors but still higher than recruiters.

## Stakeholders by hiring volume and company size

Generally, satisfaction levels among stakeholders (hiring managers, TA functional leaders, C-suite members, etc.) track higher as hiring volume and company size go up, although the sweet spot seems to be in the middle in both cases.

When it comes to hiring volume: 22% of stakeholders at companies hiring up to 500 people annually said they're very satisfied; at companies hiring 500 to 5,000 people annually, 29% said they're very satisfied; and at companies hiring 5,000+ people annually, 25% said they're very satisfied.

When it comes to company size: 19% of stakeholders at companies with up to 2,500 employees said they're very satisfied; at companies with 2,500 to 10,000 employees, 31% of stakeholders said they're very satisfied; and at companies with 10,000+ employees, 28% of stakeholders said they're very satisfied. Bottom line, all of these stakeholder satisfaction levels are higher than those of recruiters overall.

## Stakeholders by recruiting automation

Stakeholder satisfaction levels rise at companies leveraging recruiting automation. Among stakeholders at companies where up to a quarter of their recruiting process is automated, 15% said they're very satisfied with their TA teams' overall recruiting success; this jumps to 19% among stakeholders at companies where up to half of recruiting is automated; and it jumps again significantly to 38% among stakeholders at companies where more than half of the recruiting process is automated. As it did among TA team members, automation helps to drive stakeholder satisfaction, although this equation is undoubtedly more complex.

## Stakeholder satisfaction and recruiting tech integration

When all of the tools in a company's recruiting technology stack are well integrated (all the way from Sourcing through to Hiring/Onboarding), the percentage of stakeholders who said they're very satisfied with their TA teams' recruiting success increased from 27% to 37%. And when recruiting technology integrations positively impacted the candidate experience, stakeholders who said they're very satisfied increased from 27% to 41%. These are significant increases and can help with morale and retention in a continuously difficult talent market.

## Key Takeaways

**Recruiting technologies are undeniably beneficial and increasingly necessary for today's busy TA teams.** Faced with growing talent shortages and a relentless need for new talent, TA teams need these technologies to help them better source and engage qualified individuals, build and nurture candidate relationships, and ultimately hire and onboard the best people—all with maximum speed and efficiency. When they're functioning at their best, recruiting technologies improve both the recruiter and candidate experiences.



**As helpful as these technologies may be, they're not without their shortcomings, particularly when it comes to integrating them into a seamless recruiting tech stack.** ATSs, screening and assessment tools, and CRMs—all among the technologies TA teams rely on most—are also among the tools that present the biggest integration problems.

**To overcome these problems, recruiters and other TA professionals continue to use spreadsheets and creative workarounds or engage in some amount of manual data entry.** More than half (59%) of our survey's respondents do work manually during the Application stage of their recruiting process, 51% do so during the Offers and Onboarding stages, and 48% do so during the Interviewing and the Screening/Assessment stages. A shocking 61% of respondents are spending 6 or more hours every week on manual processes and workarounds, despite their investments in various recruiting technologies.

TA teams must consider implementing a platform that integrates all of their tech, they'll have to continue creating manual workarounds to compensate for those gaps and disconnects.

**To extract the full promise, potential, and value from their recruiting technologies, TA teams need better integrations.** In reality, no creative workaround eliminates all of the gaps between recruiting technologies, and none of these products were actually designed to work hand-in-hand without disconnects. As a result, TA teams must consider implementing a platform that integrates all of their tech, they'll have to continue creating manual workarounds to compensate for those gaps and disconnects. Those that don't will be forced to continue investing an unreasonable amount of time and effort in manual workarounds—a major competitive disadvantage in a highly competitive talent market, where moving with speed and efficiency is imperative.

Indeed, past integrations have helped survey participants to reap a number of important benefits. Half improved their company's candidate experience through better integration; 45% improved the recruiter experience; 44% removed manual tasks; and 35% injected custom requirements into their process flow.

As recruiting technologies continue to proliferate and evolve, JobSync and Talent Board look forward to monitoring and reporting on how TA teams respond and leverage better integrations to improve the recruiter and candidate experiences.

## About JobSync

JobSync empowers Talent Acquisition professionals to get two to five times more quality candidates from their existing sourcing solutions with its Talent Acquisition Automation Platform (TAAP). JobSync's platform emulates the ATS application natively within job sites' Quick Applies and provides seamless integrations between job sites, ATSs, and other systems used by Talent Acquisition professionals with customized automations, filters and advanced rules. Learn more about JobSync at <https://www.jobsync.com/>.

## About Talent Board

Founded in 2011, Talent Board and the Candidate Experience Awards is the first non-profit research organization focused on the elevation and promotion of a quality candidate experience. Talent Board delivers annual recruiting and hiring industry benchmark research that highlights accountability, fairness and the business impact of candidate experience. Learn more about Talent Board at <https://www.thetalentboard.org>.