

**Deloitte.**



## THE **DECENTRALIZED** RECRUITMENT PLATFORM

Blockchain and Recruiting: An Ecosystem Call to Action

Job Board Summit 2018, July 26-27

**Daniel John Roddy**, Senior Manager, Deloitte Consulting LLP

# Imagine if

The Recruitment Industry could create a **decentralized** platform business model based on enabling **value-creating** interactions between recruitment ecosystem **Consumers** and **Producers...**

# Imagine if

...architected around a **self-sovereign**  
**identity** system that is:

- persistent**
- peer-based**
- privacy protecting**
- and **portable**

# HUMAN CAPITAL ECOSYSTEM

*The Human Capital Ecosystem is a community of Consumers and Producers that create and capture new value through models of both **Collaboration** and **Competition***

## EMPLOYERS

**COLLABORATION:** Common workforce policy and employment law concerns; benchmarking; leading practices

**COMPETITION:** War for talent; compete with other Employers on talent acquisition and retention in competitive markets

## BUYERS

**COLLABORATION:** Technology platform standards; common integration and UX frameworks; knowledge sharing on Providers and their solutions

**COMPETITION:** Seeks favored treatment from Providers; influence over product roadmap feature set

## PROVIDERS

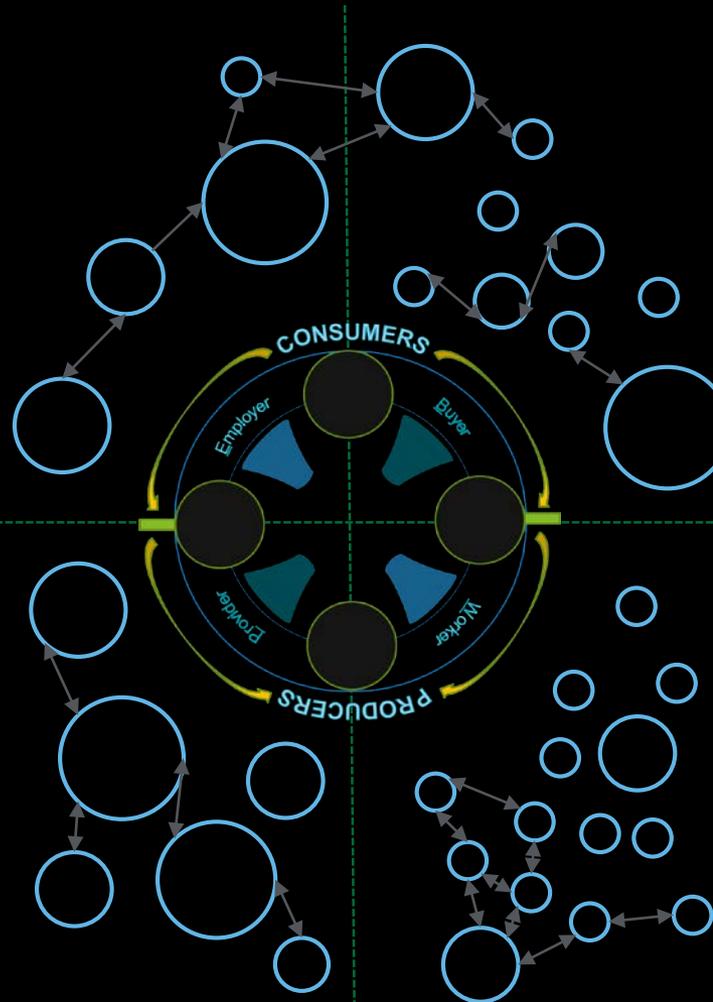
**COLLABORATION:** Promoting market growth; industry standards initiatives

**COMPETITION:** Differentiate on product and service value propositions; seeks access to Buyers and competitive advantage vs other Providers

## WORKERS

**COLLABORATION:** Experience sharing; career coaching; continuous learning

**COMPETITION:** Specific job opportunity pursuits; seeks competitive advantage vs other Worker candidates



# RECRUITMENT ECOSYSTEM

*The Recruitment Ecosystem is complex, but for illustration purposes, let's focus in on interactions with hypothetical **JobBoard, Inc.** as per a typical **Terms of Service***

## EMPLOYERS

### TO JobBoard:

- ❖ Input Job Listings

### FROM JobBoard:

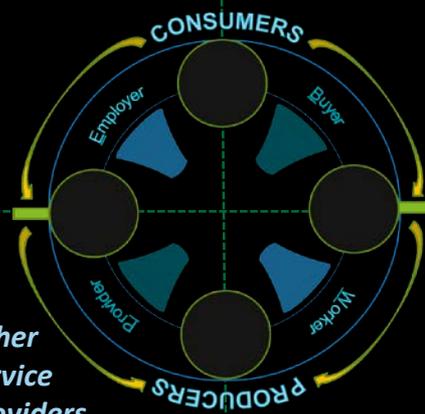
- ❖ Access to Resumes/CVs
- ❖ Search and Matching Services
- ❖ Other Value-Add Services

## YOU EXPRESSLY AGREE THAT:

- ❖ JobBoard cannot confirm the accuracy or completeness of any **Job Listing**, including identity of the such employer
- ❖ JobBoard does not guarantee that any **Resume/CV** is valid, accurate or complete in any respect, including identity of the candidate

## JobBoard, Inc.

- ❖ General Terms of Service
- ❖ Job Listing Program
- ❖ Resume Program
- ❖ Recruiter Program
- ❖ Publisher Program
- ❖ Partner Program



## WORKERS

### TO JobBoard:

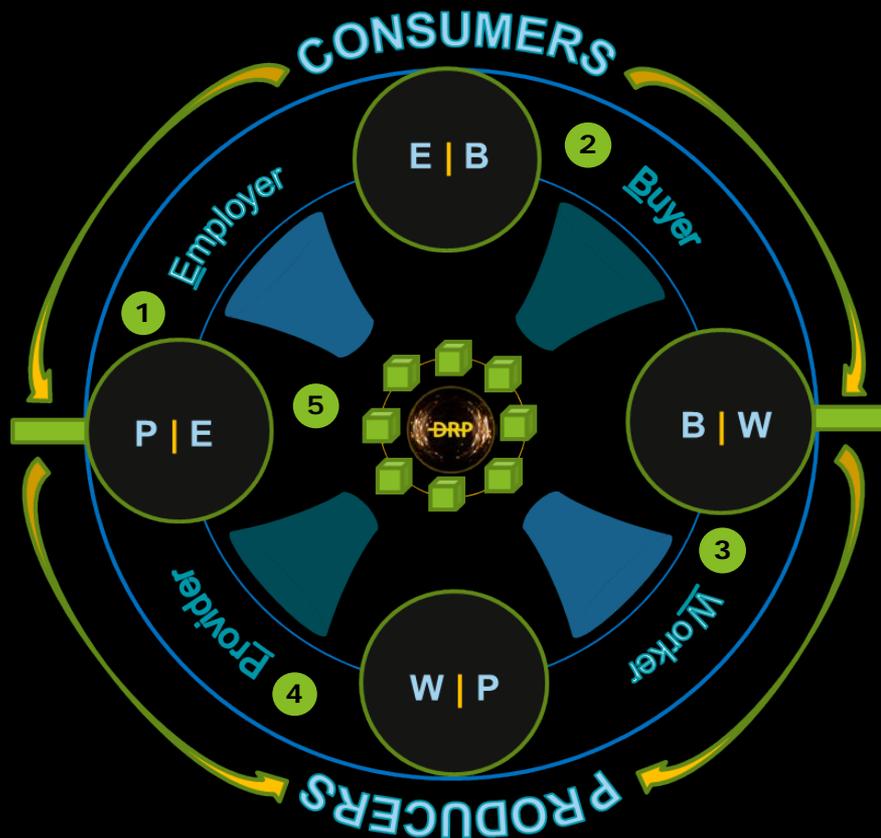
- ❖ Input Resume/CV

### FROM JobBoard:

- ❖ Access to Job Listings
- ❖ Search and Matching Services
- ❖ Other Value-Add Services

# THE DECENTRALIZED RECRUITMENT PLATFORM

The **Decentralized Recruitment Platform (DRP)** is a business based on enabling value-creating interactions between recruitment ecosystem **Consumers** and **Producers**



## CONSUMERS

1. **EMPLOYERS:** Organizations seeking Workers in order to accomplish the mission
2. **BUYERS:** Organizations seeking products or services in the recruitment marketplace

## PRODUCERS

3. **WORKERS:** Individuals making their labor available to Employers for remuneration
4. **PROVIDERS:** Vendors providing products or services to the recruitment marketplace

## ENABLING TECHNOLOGY

5. **DRP BLOCKCHAIN and TOKEN:** Self-sovereign identity provision and stakeholder incentive alignment via blockchain technology and token

# SELF-SOVEREIGN IDENTITY

*Because they do not rely on any centralized authority, self-sovereign identity systems are decentralized, mirroring the way identity works in real life\**

## PERSISTENT

An identity that can be taken away isn't self-sovereign. Identifiers in a self-sovereign identity system are **long-lived, non-reusable and owned by the person who creates them**. People aren't the only ones who need self-sovereign identities. **Organizations and connected things also need them**, and can use the same infrastructure as individuals.

## Claims | Proofs | Attestations



## PEER-BASED

Sovereignty defines a border within which people have control and outside of which they interact with others as peers. **People are in control of the relationships they form and the information they share, but others get to make the same choices**. Self-sovereign identity systems aren't client-server, but rather peer-to-peer.

## PRIVACY PROTECTING

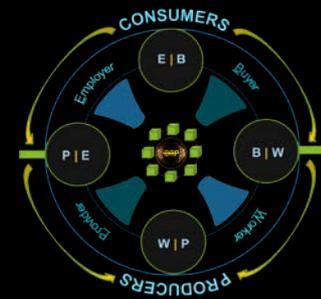
**Self-sovereignty puts the person in control of how information is shared**. Consequently, any identity system that doesn't prevent correlation, minimize attribute disclosure, and provide for explicit consent puts people's information at risk and removes it from their control



## PORTABLE

Self-sovereignty implies choice and control. **Vendor lock-in destroys both**. Identifiers and associated credentials must be portable and self-sovereign identity systems must be interoperable to protect choice and control.

# DRP CORE AND ENABLING FUNCTIONS



## CONSUMERS

## PRODUCERS

<p><b>Employer DRP Objective</b></p> <p>Acquire information about, and access to, <b>Workers</b> and their expectations</p>	<p><b>Buyer DRP Objective</b></p> <p>Acquire information about, and access to, <b>Providers</b> and their solutions</p>	<p><b>Worker DRP Objective</b></p> <p>Acquire information about, and access to, <b>Employers</b> and what they have to offer</p>	<p><b>Provider DRP Objective</b></p> <p>Acquire information about, and access to, <b>Buyers</b> and their requirements</p>
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Acquire **research-based** insights about the recruitment ecosystem and the best ways to prepare for economic and workforce disruptions



**DRP BLOCKCHAIN and TOKEN**  
A peer-to-peer, distributed, immutable, and unhackable ledger of all economic activity on the DRP; token serves to align stakeholder incentives

## Core Functions

- PULL:** Attract both consumers and producers to the platform
- FACILITATE:** Make it easy for participants to interact and encourage exchange of value between them; tools and rules
- MATCH:** Apply information about consumers and producers to bring them together in mutually rewarding ways

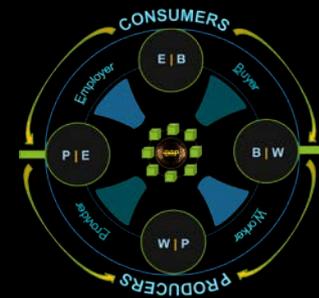
## Enabling Functions

- GOVERN:** Provide strategy, funding and direction for the platform, and a compliance framework for member participation
- INNOVATE:** Provide the service management framework required to drive continuous platform improvement

# DRP Use Case: **WORKER**



**Maria Berger**, like most of her friends graduating from Stanford's design school this year, is a member of Decentralized Recruitment Platform (DRP). She appreciates how the DRP allows her to engage with folks in her situation as well as potential employers, all while remaining in control her own data, and even earning some digital cash for her contribution!



1. Along with her morning coffee, Maria opens the DRP, clicks on the social media tile, comments on a recent post (+0.25 Credits), and completes a quiz sponsored by one of the DRP Employers (+1.00 Credits)

3. Because NewCo, a company she is pursuing about a Creative Director position, requires applicants to take Deloitte's Business Chemistry Assessment, Maria completes the survey and is delighted to find that completing out her platform profile has earned her two additional tokens (+2.00 Credits)

5. NewCo reaches out to say that, having reviewed her Business Chemistry results, and received notification of her Stanford degree authentication, they would like to set up a video interview; Maria agrees to let the interview be posted to the platform (+1.00 Credits)

2. She checks her messages and is excited to see that Stanford is ready to add her degree to her digital profile; she leverages Deloitte's digital asset authentication service to validate the transaction (-1.00 Credits) before she adds her own digital signature to the entry

4. Maria decides to dip into her token balance to purchase the Bersin membership for Design Industry professionals (-3.25 Credits); she knows this will give her a leg up when it comes to establishing industry contacts

6. Maria and NewCo negotiate the terms of her employment and, after receiving her permission, the contract is validated, posted to the DRP (+5.00 Credits), and onboarding begins

**DRP Credits Ledger**

Item	Delta	Total
		15.00
1	+1.25	16.25
2	-1.00	15.25
3	+2.00	17.25
4	-3.25	14.00
5	+1.00	15.00
6	+5.00	20.00
		20.00



## Legend

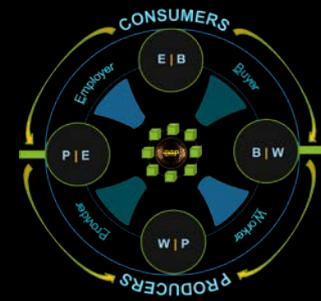
**Green Arrow:**  
Usage of the HCP;  
requires Credits

**Blue Arrow:**  
Contribution to the  
HCP; earns Credits

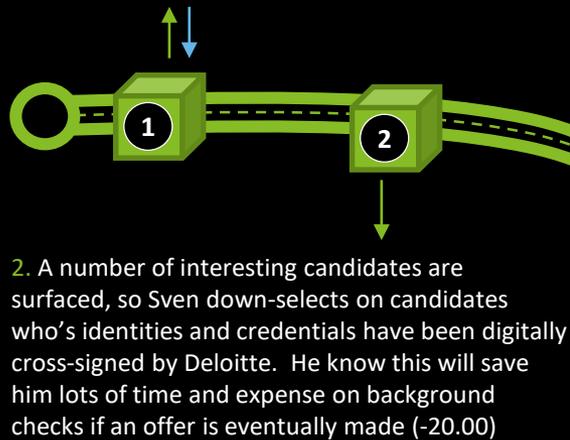
# DRP Use Case: EMPLOYER



**Sven Haugaard**, an recruitment manager for a professional services firm based in Copenhagen, is looking for experienced consultants to build out their fast-growing Scandinavian practice. Sven has discovered that kicking off global searchers with a visit to the **DRP** often pays off due to the number of qualified and authenticated candidates who are members.

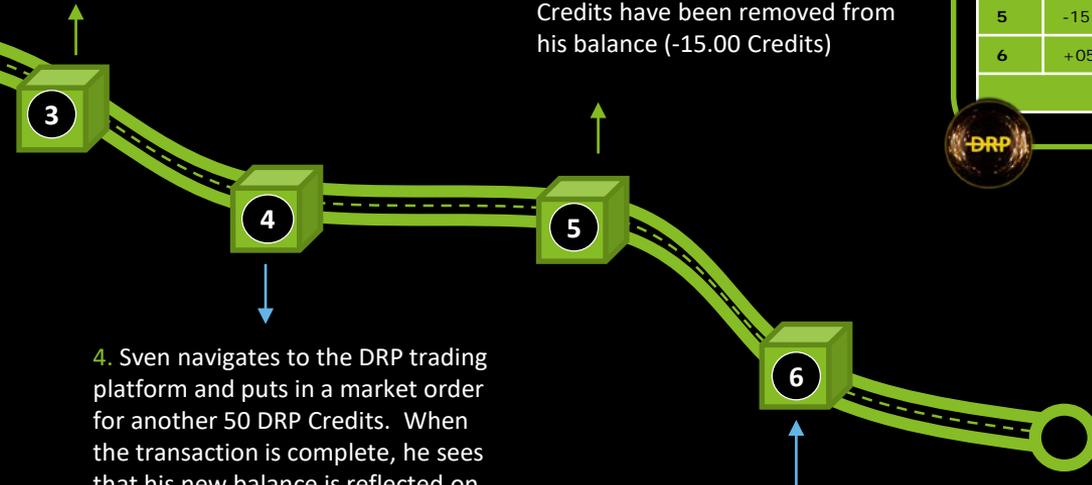


1. Sven is excited to try the new AI frontend to the **DRP** global talent registry. He begins an interactive conversation with a chatbot that helps refine the criteria for his search. The 5 Credit charge for the AI service is partially offset by the 15 Credits he received by posting the open position on the **DRP** (Net: -10.00 Credits)



2. A number of interesting candidates are surfaced, so Sven down-selects on candidates who's identities and credentials have been digitally cross-signed by Deloitte. He know this will save him lots of time and expense on background checks if an offer is eventually made (-20.00)

3. Just to make sure he is up-to-speed on the latest employment laws that may pertain to this hire, Sven invests 15 Credits on a report covering recent EU Workers Council rulings. Because his balance has now fallen below the **DRP**'s 10 Credit threshold, he is advised by the system to top-up (-15.00 Credits)



4. Sven navigates to the **DRP** trading platform and puts in a market order for another 50 **DRP** Credits. When the transaction is complete, he sees that his new balance is reflected on his profile and he continues with his search (+50.00 Credits)

5. Having selected his top five candidates, Sven allocates 5 credits to each as a motivation to engage in the recruitment process. Three of the five accept his offer and he sees that 15 Credits have been removed from his balance (-15.00 Credits)

6. Sven and the three finalist candidates who expressed an interest in moving forward agree to the release of blinded results of the interview process, and both Sven and each candidate receive 5 Credits (+05.00 Credits).

Item	Delta	Total
		50.00
1	-10.00	40.00
2	-20.00	20.00
3	-15.00	05.00
4	+50.00	55.00
5	-15.00	40.00
6	+05.00	40.00
		40.00

**Legend**

- Green Arrow: Usage of the HCP; requires Credits
- Blue Arrow: Contribution to the HCP; earns Credits

# FOCUS GROUP INPUT: things I wish we knew...

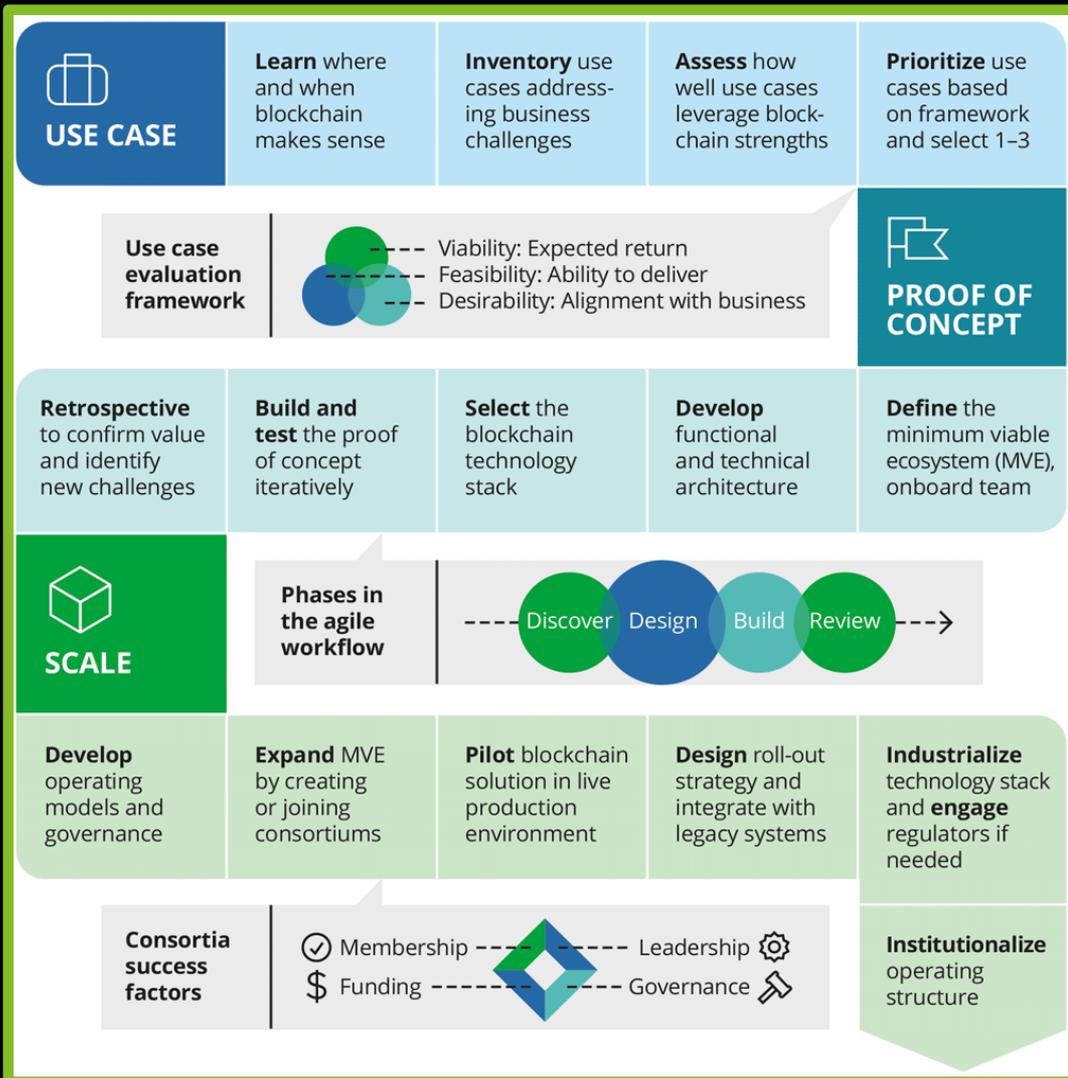
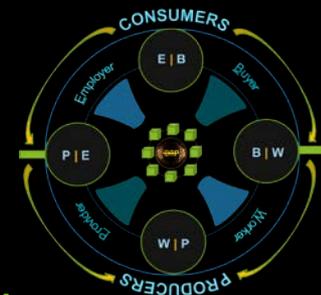
## WORKER

1. Is the Worker scenario compelling? Would you engage in a manner similar to **Maria**? Why, or why not?
2. Would the digital currency need to be convertible to dollars, or would credits for the platform be enough?
3. Would you allow your identity (drivers license, passport, biometrics, etc.) and credential (degrees, certifications, etc.) documents to be referenced on the platform if a) you controlled its access and b) you were compensated when it was used?
4. Any special services the DRP platform could offer that would make your connecting and engaging more likely?
5. Any additional recruitment ecosystem participants you would like to see added to the DRP platform (e.g. Universities, Government Agencies, NGOs, etc.)?

## EMPLOYER

1. Is the Employer scenario compelling? Would you engage in a manner similar to **Sven**? Why or why not?
2. What other authentications would the platform need to support to bypass your current background check procedures?
3. Would you take advantage of a service that provided up-to-date information on global employment regulations?
4. Any reaction to how credits are earned, spent, and topped up? Any ideas of how to make this more intuitive?
5. Any AI-based recruitment and screening tools you would like to see offered as part of the platform?
6. Any special services the DRP platform could offer that would make your connecting and engaging more likely?

# DRP CALL TO ACTION



## SELECT USE CASE(S)

- ❖ Assess the viability, feasibility and desirability of the identified use cases, selecting 1-3 to take to proof of concept

## DEVELOP PROOF OF CONCEPT

- ❖ Build and test the proof of concept iteratively while selecting the blockchain technology stack and defining the minimum viable ecosystem

## SCALE FOR SUCCESS

- ❖ Develop the operating models and governance while piloting the blockchain solution in a live production environment; industrialize technology stack and design roll-out strategy