Six Key Elements of an Effective Talent Acquisition Strategy

@SHRMJonD

Jon Decoteau, SHRM-SCP

NHRMA 2017 – The Ever-Changing Waters of HR
September 25, 2017
Your Profession Matters

Multiple Functional Areas

Worldwide Skills

You Can Change a Company

You Can Change a Life

Expertise comes from the jobs you do...

- SHRM (2 years)
  - Divisional Director, State of California Field Service Leader
- eBay Inc. (2.5 yrs.)
  - Senior Director, Delivery Solutions, HRS, and Analytics
- The Coca-Cola Company (5 yrs.)
  - Senior Director Global HR Strategy and Transformation
  - Director Global HR Strategy, HRS and Measurement
- Motorola Inc. (11 yrs.)
  - Director Global HR Strategy, Measurement and HRS
  - Global Rewards Director
- Motorola Inc. (cont'd)
  - Chief of Staff to SVP of HR
  - Director of EC - Emerging Business and Joint Venture Brazil
  - Employee Relations Manager
  - Staffing Manager
- Nissan Motor Corporation (2 yrs.)
  - Regional HR Manager
- General Dynamics Corporation (9 yrs.)
  - Corporate Office Personnel Manager
  - Senior HR Representative
  - Senior Staffing Representative
  - Staffing Representative
  - Employee Suggestion Analyst
Disruptors in the Marketplace

Disrupters

©SHRM 2017
Top of Mind for Business Leaders

- 90% feel their core business is being threatened by new digital competitors that are challenging their products and services.

- 70% believe that they don’t have the right leadership, skills or operating models to adapt.
Predictions for 2017 and Beyond

Prediction 1: Organizational Design Will Be Challenged Everywhere

Prediction 2: Culture and Engagement Will Remain Top Priorities

Prediction 3: Real-Time Feedback and Analytics Will Explode in Maturity

Prediction 4: A New Generation of Performance Management Tools Will Emerge

Prediction 5: A Focus on “Human Performance” and Wellbeing Will Become a Critical Part of HR, Talent, and Leadership

*Bersin by Deloitte
Predictions for 2017 and Beyond

Prediction 6: Focus on Employee Experience Will Overcome Process Design in HR

Prediction 7: Digital HR and Learning Will Help Us to Reinvent L&D and HR Systems

Prediction 8: The Leadership Market Will Start a Steady Process of Reinvention

Prediction 9: Diversity, Inclusion, and Unconscious Bias Will Become a Top Priority

Prediction 10: The L&D Function Will Continue to Struggle

Prediction 11: The Future of Work Is Here and HR Is in the Hot Seat

*Bersin by Deloitte

©SHRM 2017
Importance of Talent Acquisition

Winning in today’s competitive business world is largely dependent on having the right people to implement the organization’s business strategy.

Companies that implement effective talent acquisition strategies usually end up winning, while bad hires can cut deeply into company profits.
Definition of Talent Acquisition

Talent Acquisition is the process of attracting and recruiting the best talent available to ensure your organization has the right people, with the right skills, who are in the right job, and are working against the right requirements.

Source: SHRM Body of Competency and Knowledge (BOCK)
Definition of Talent Acquisition

Perspective Video

https://www.youtube.com/watch?v=RVssSA0p6f4
Six Key Elements of an Effective Talent Acquisition Strategy

1) Conduct workforce planning
2) Build your employer brand
3) Source and recruit job candidates
4) Leverage recruiting technology
5) Develop an effective onboarding program
6) Utilize data analytics
1) Conduct Workforce Planning

Workforce planning is a basic step in developing an effective talent acquisition strategy.

WP is the process an organization uses to analyze its workforce and determine the steps it must take to prepare for future staffing needs.
There is no standard WP model that can be used across all companies.

Every strategic staffing decision should be consistent with and linked to your organizational mission and goals.

WP must be integrated with your strategic business planning and budgetary processes.
1) Conduct Workforce Planning

Welcome!

This free, confidential tool can help your organization assess your current and future workforce needs.

The Workforce Assessment Tool is a resource for HR managers to:
- Assess how retiring workers will affect their organization
- Address skill shortage challenges due to staff attrition
- Create a work environment that attracts qualified workers of all ages
- Manage a multi-generational workforce
- Build an employer brand that attracts and retains top talent

The Workforce Assessment Tool takes about 30 minutes to complete. Once you complete the Tool, a customized Summary Report will automatically be generated based on your responses.

Getting started
To create a new account and access the assessment tool, please click here to Register. Already have an existing account? Log in above. You will have the ability to save any data entered and return to your account to change or complete the Workforce Assessment Tool.
Key Workforce Planning Steps

1 – Supply Analysis
2 – Demand Analysis
3 – Gap Analysis
4 – Solution Analysis

Source: “Practicing the Disciple of Workforce Planning,” SHRM Toolkit
1) Conduct Workforce Planning

- Business Strategy
  - Talent Demand
- Workforce Planning
  - Model AND Talent Acquisition Strategy
- Segment Roles
  - Labor Market Demands
- Environmental Scan
  - Talent Demand
- Scenario Planning
- Future State
- Targeted Future State
- Current State Analysis
- Internal Supply
- GAP Analysis
- Talent Priorities
- Action Planning
  - TA 6 B's
- Monitor & Report
  - Metrics
  - Targeted Future State
  - No Change Future State
  - FORECASTING

©SHRM 2017
1) Conduct Workforce Planning

**Workday-HCI survey of 400 US professionals**

WP is recognized as an essential priority, but it is difficult to implement effectively.

69% considered WP essential, but only 44% are actively engaged with it.

45% reported that their organization is unprepared to meet future talent needs.

40% said that business leaders do not adequately promote WP.
Why is Your Employer Brand Important?

**2015 LinkedIn research**: 62% percent of professionals across 26 countries ranked employer brand as the deciding factor when applying for a job.

Job candidates today research employers carefully and expect to be engaged by them in a relevant and transparent manner.

Your employer brand needs to convey that your culture, benefits and growth opportunities are superior to those of your competitors.
2) Build Your Employer Brand

Key Components of Your Branding Strategy

• Discover your unique identity/brand
• Design your online and other content around this identity
• Create a fan base of employees
• Check out the competition
• Measure and track key performance indicators

2) Build Your Employer Brand

Careers Page Branding for Job Candidates

Make the most of your Careers site:

- Reveal your brand identity
- Sell your company
- Use creative media
- Focus on the potential applicant
2) Build Your Employer Brand

The Power of Your Careers Page – Adobe

Explore your passion
Join a diverse community of creative and analytical thinkers.

Inspirational. Empowering. Rewarding. Fun. These are some of the words people commonly use to describe their careers at Adobe. As an Adobe employee, you’re encouraged to be creative. Think way outside the box. And work with some of the industry’s most innovative minds on high-impact projects. No matter what you do at Adobe, you’ll play a part in shaping the future of digital experiences. Interested? Search Adobe jobs: Americas > All other locations >

Scheduled Events

Featured jobs
Sr. Computer Scientist, USA–San Jose
Sr. Analytics Manager–Document Cloud, USA–Boston
PHP Developer, France–Paris
Sr. Creative Director, USA–Boston

Employees spotlight
Scott is our new Head of Content based in New York. He is a well-known leader in the content space with over 20 years of experience in digital media. He is constantly inspiring us all with his creative mind & much more.

©SHRM 2017
2) Build Your Employer Brand

Leverage Social Media to Build your Brand

Employer Branding International 18-country survey: The top channel (76%) used by companies for employer branding was social media

Top North American brand initiatives are:
--Social Media 58%
--Career Site Development 56%
--Recruitment Advertising/Marketing 52%
3) Recruiting Job Candidates

Recruiting internally vs. externally

Internal sourcing has cost and other advantages over external sourcing.

Average cost to replace an employee is at least 150% of the employee’s base salary, according to the Bliss-Gately “Cost-to-Replace Tool.”
Succession Planning & Internal Sourcing

Succession Planning facilitates internal sourcing by identifying and preparing suitable employees to fill key positions when current employees leave.

The Succession Planning process includes a review of key leadership and business-critical roles and identifies incumbents to move into these roles.

2015 XpertHR survey: 40% of organizations do not have a formal succession planning process in place.
3) Recruiting Job Candidates

Career and leadership development programs can provide enriching opportunities to improve skills and knowledge
Three Types of External Job Seekers

Active job seekers: Actively looking for information about job openings

Semi-passive job seekers: Interested in a new position but only occasionally look actively for one

Passive job seekers: Currently employed and not actively seeking another job, but could be tempted by the right opportunity
3) Recruiting Job Candidates

Common Methods of External Recruiting

- Employee referrals
- Organization’s Careers Web page
- Job boards
- Intern programs
- College recruiting
- Social media
- Internet mining
- Boolean searches
- Job postings
- Search firms
- Networking sites
- Job fairs
- Online recruiting
- Media advertising
- Web crawlers
- Raiding Competitors
- Former employees
3) Recruiting Job Candidates

High Demand for a Handful of Critical Roles

A Large Number of Job Postings Are for Just 21 Roles
Breakdown of All S&P 100 Job Postings in 2015 by Role

- A handful of roles are in high demand.
- Many roles require in-demand skills such as data analysis, advanced coding, and solution selling.

$n = 1,677,994$ job postings.
Source: CEB analysis.
An Explosion of New Skills and Functions

The demand for new skills and job functions has been growing exponentially and will continue to grow.

- Big Data and Predictive Analytics and Modeling
- Risk Modeling
- Augmented Reality
- 3-D Printing and Additive Manufacturing
- Mobile Application UI/UX Designer
- Fraud Detection and Analytics
- Cyber Security
- Battery Technology
- AI/Robotics
- Wearable Technology

Source: CEB analysis.

©SHRM 2017
3) Recruiting Job Candidates

External Recruiting: Attracting & Sourcing

Attracting candidates:
- Company Careers page
- Employee referrals
- Jobs postings
- Social media advertising
- Traditional media advertising

Sourcing/targeting candidates:
- Social media searches
- Internet mining/Boolean searches
- Algorithms
- Job boards
- Resume databases
- Networking sites
Employee referrals a top source for best candidates

**Jobvite 2015 survey of 1,400 US recruiters**

78% list referrals as most effective source for targeting and hiring high-quality candidates

Other effective sources include social networks (56%), intern programs (55%), direct applications (46%), and external recruiters (38%)

Traditional online job boards are down from 57% in 2009 to 37% in 2015
3) Recruiting Job Candidates

Social Media recruiting is growing

**SHRM survey on Use of Social Media for Talent Acquisition:**

Recruiting via social media is growing: 84% of organizations use it now and 9% plan to use it

Recruiting passive job candidates (82%) is the top reason that organizations use social media for recruitment

Increasing employer brand and recognition (77%) and targeting job candidates with a specific set of skills (71 percent) were also top reasons

[www.shrm.org/research](www.shrm.org/research)
3) Recruiting Job Candidates

Linkedin is the top and most effective social media site for recruiting, but Facebook, Twitter, and professional/association sites are gaining popularity.

<table>
<thead>
<tr>
<th>Social Media Sites Used for Recruitment</th>
<th>2011</th>
<th>2013</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linkedin</td>
<td>95%</td>
<td>94%</td>
<td>96%</td>
</tr>
<tr>
<td>Facebook</td>
<td>58%</td>
<td>54%</td>
<td>66%</td>
</tr>
<tr>
<td>Twitter</td>
<td>42%</td>
<td>39%</td>
<td>53%</td>
</tr>
<tr>
<td>Professional or association social networking site (other than SHRM Connect)</td>
<td>23%</td>
<td>29%</td>
<td>35%</td>
</tr>
<tr>
<td>Google+</td>
<td>*</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>YouTube</td>
<td>*</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Instagram</td>
<td>*</td>
<td>*</td>
<td>7%</td>
</tr>
<tr>
<td>SHRM Connect</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Pinterest</td>
<td>*</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Vine</td>
<td>*</td>
<td>*</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>2%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Most Effective Site for Recruitment**

- LinkedIn: 73%
- Facebook: 14%
- Professional or association site: 9%
- Google+: 1%
- Instagram: <1%
- YouTube: <1%
- Twitter: <1%
- Other: 2%

*SHRM Survey on Use of Social Media for Talent Acquisition*
Be careful screening candidates via social media

**SHRM 2015 Survey on “Use of Social Media for Talent Acquisition”**

43% of HR professionals said they use public social media or online searches to screen job candidates, up from 33% in 2013.

36% of employers in 2015 rejected a job candidate because of information found on public social media sites or online searches.

The most common reasons for not using social media to screen job candidates are legal risks, relevancy and accuracy of information, and privacy concerns.
4) Leverage Recruiting Technology

Mobile recruiting is growing

**SHRM 2015 Survey on Use of Social Media for Talent Acquisition**

66% of organizations have taken steps to leverage mobile recruiting to target smartphone users

Most common mobile recruiting steps organizations have taken are:

1) Optimizing their careers websites (39%)
2) Optimizing Job postings (36%)
3) Optimizing application processes for mobile users (36%)
4) Leverage Recruiting Technology

Why is mobile recruiting important?

**Kelton Global-Jibe 2014 survey:**

- 86% of active candidates use their smartphones to begin a job search
- 70% of active candidates want to apply via mobile
- 20% of the respondents would be deterred from completing an application if they couldn’t complete it on their mobile devices
- 25%+ of larger companies said no part of their hiring process had been mobile-optimized
Applicant Tracking Systems are improving

1. More intuitive user interfaces and improved integration capability
2. Improved candidate experiences
3. Savvy social recruiting and integrated assessment
4. Robust analytics
5. Increased automation and configurable work flow
4) Leverage Recruiting Technology

**Algorithms can ease the recruiter’s job**

Computer algorithms can take massive amounts of data generated before, during and after the recruiting process and turn it into actionable information.

The goal is to predict whether a person will be right for the job, the team and the company.

**Harvard Business Review analysis of 17 studies of applicant evaluations:** A simple algorithm outperformed human decisions by 25%.
Talent Mining/Boolean Searches

Talent mining is the science of sorting through large amounts of human capital data on the internet and multiple sites.

Talent mining is commonly performed automatically through Boolean search strings to retrieve data that a recruiter can use for talent identification/acquisition.

A Boolean search allows users to combine keywords such as AND, NOT, and OR to produce more relevant results.

Boolean searching is evolving and holds great promise for easing the recruiter’s job.
Onboarding is a key to retention

Onboarding is a systematic and comprehensive program to integrate a new employee within a company and its culture.

It gives the new employee the tools and information to become a productive member of the team.

Onboarding should be a strategic process that lasts at least one year to ensure high retention.
Effective onboarding brings big benefits

Aberdeen Group study:

86% of respondents felt that a new hire’s decision to stay with a company long-term is made within the first six months of employment.

66% of companies with onboarding programs claimed a higher rate of successful assimilation of new hires into company culture.

62% percent had higher time-to-productivity ratios, and 54% percent reported higher employee engagement.
Start Early and Assign a Mentor

**Aberdeen survey**: 83% of highest performing organizations began onboarding prior to the new hire’s first day on the job.

Also, high-performing organizations are 2.5 times more likely than lower-performing employers to assign a mentor during the onboarding process.

The end of the first year is when traditional onboarding transitions from on-the-job training to continuous development.
6) Utilize Data Analytics

“Data analytics can improve the effectiveness of a company’s talent acquisition function, determine job competencies for each role and measure candidates’ potential performance before making a job offer.

Ultimately, recruiting and hiring data can be correlated with business outcomes, such as increased revenue, which positions talent acquisition as a strategic function in the business.”

Ji-A Min
Head Data scientist
Ideal Candidate
75% of HR executives say that using analytics is an important driver of organizational success

Yet, 51% have no formal talent analytics plan in place

Close to 40% say they don’t have the resources to perform analytics, and 56% rate their own skills in workforce analytics as poor
LinkedIn Global Recruiting Trends 2016

Quality of hire
Top metric (39%) organizations use to measure their recruiting performance

Time-to-fill
Second most important metric (28%) for performance measurement

Top sources of quality hires
- Social professional networks (43%)
- Online job boards (42%)
- Employee referrals (32%)
The Holy Grail: How to measure quality of hire?

Figuring out how to define the critical Quality-of-Hire measurement is a major challenge for most organizations.

There is no one-size-fits-all metric for Quality-of-Hire because it depends on your business priorities.

Common Quality-of-Hire metrics include turnover rates, job performance, employee engagement and cultural fit.
Effective Results

Example Video

Zappos!

https://www.youtube.com/watch?v=9C36EYM-mWQ
SHRM Talent Acquisition Newsletter

SHRM Seminar both Virtual and Live, “Creating a Talent Acquisition Strategy”

**SHRM website**: Talent Management section, SHRM LINE Employment Report and research surveys, Feature articles, HR Magazine

SHRM Foundation Executive Practice Guidelines, Research Reports, Executive Briefings

©SHRM 2017
THANK YOU!
Jon Decoteau
SHRM-SCP, PMP
Divisional Director

jon.decoteau@shrm.org
(800) 283-7476 x6298

@SHRMJonD