

The Big Opportunities For Talent Acquisition: Strategy, Technology And Partnerships

Talent is fundamental for any organisation. From entry level right up to the CEO, it's what gets the job done, what inspires teams and prospects, where company culture is fostered and what differentiates you from the competition.

It would be logical to think that, given the clear importance of talent, it would be managed strategically, aligned with the wider organisation and reaping the benefits of widespread modern technologies.

Wanting to understand this situation further and to see what other insights talent acquisition leaders could tell us about tomorrow's workplace, Korn Ferry Futurestep surveyed 1,100 hiring professionals from across the globe. Part Two of this survey, *Talent Forecast*, focused on 'Improving talent acquisition through alignment, strategy, technology, and partnerships'.

The results revealed a number of opportunities to be grasped.

Business Objectives Misaligned With Talent Acquisition

At present, only 39 percent of talent acquisition teams say they are aligned to meet their business objectives and 29 percent admit to not having a strategic workforce plan, which helps map future talent needs to business strategy. The absence of a long-term talent acquisition plan in most organisations is symptomatic of the separation between the talent acquisition team and the business leaders who develop and implement strategy.

The consequences can be severe, particularly when businesses are implementing new strategies or entering new markets. Consider a business about to expand their operations into Germany – it would clearly have a number of talent requirements, perhaps a country manager, a sales team that's scalable, finance, and so on. Without understanding the plans for the expansion, talent acquisition teams can't effectively plan for the hiring, onboarding and training of new team members.

There is a tremendous opportunity for organisations to bring business and talent acquisition closer together. When talent

strategy and business strategy are not aligned, talent acquisition becomes tactical and ineffective. However, if companies get this alignment right, they give themselves a stronger long-term view on talent, achieve greater efficiency with personnel and, crucially, give themselves the best chance of meeting business objectives.

This misalignment sits in the context of fierce competition for skilled candidates. Part One of *Talent Forecast* found that 48 percent of respondents in the EMEA region say it is harder to find qualified candidates compared to just one year ago, while new skills in a rapidly changing market was the top business issue impacting recruitment (23 percent).

Technology Underutilised In A Digital Age

With the stakes getting higher on attracting top talent, being able to interact with candidates

in the ways they expect is understandably important. These expectations start with connectivity – we live in a mobile-driven world, where jobs are searched for and applied for on smartphones and tablets.

Despite this, just 28 percent of respondents say they use mobile technology tools for recruitment – with EMEA the lowest region across the world (20 percent). Underlining this misalignment with candidate realities, just 46 percent of talent acquisition professionals use video interviewing, while only 46 use online assessment tools.

The reality today is that candidates expect to be able to use the technology they are used to utilising in everyday life to get through an application and interview process. If businesses are to attract the best talent, they must adapt to this mobile first approach to talent. If not, they can expect to see the most desirable hires head to competitors with up-to-date technologies and processes.



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RPOs Not Being Used To The Full Potential

While talent acquisition teams could be better aligned with both business objectives and candidate expectations, recruitment process outsourcing (RPO) partners do offer the expertise and services to help address these issues. However, as it stands, many businesses are employing RPO services at a tactical level – only taking advantage of sourcing (88 percent) and screening (74 percent) services.

There is an opportunity through strategic partnerships for RPOs to help businesses make the most of their talent. A few key examples where services are underutilised include employer branding (13 percent), so critical in a competitive market, recruitment technology consulting (8 percent) and talent acquisition strategy consulting (7 percent).

RPOs can advise on recruitment strategy and technology, while helping organisations make sense of the data at their disposal to develop more a sophisticated and efficient talent acquisition function.

The Talent Opportunity

The survey results are clear; there is a huge opportunity for businesses to get more out

of the talent in and around their organisations. With competition at an all-time high for the best and skilled workers, it's more important than ever for organisations to seize this opportunity – to better align business strategy with talent acquisition, and technology with talent acquisition, while taking advantage of the extended services provided by RPOs to help them on their transformation.



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