



Research Paper on "Talent Acquisition Latest Trends"

* Garima Kohli

* Assistant Professor, BIMTAS, Jammu)

2) INTRODUCTION:

Talent acquisition as "a strategic approach to identify, attract and on board top talent to efficiently and effectively meet dynamic business needs"

The term Talent Acquisition (TA) is often used synonymously with Recruiting. However, these are two very different things. Recruiting is a subset of TA, and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring.

Talent acquisition includes recruiting, but it is inclusive of other strategic elements-

- Talent Acquisition Planning and Strategy- ensures business alignment, examines workforce plans, requires an understanding of the labour markets, and looks at global considerations.
- Workforce Segmentation- requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experience necessary for success.
- Employment branding- includes activities that help to uncover, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization.
- Candidate Audiences- necessitates defining and understanding the audiences in which an organization needs to source for specific roles. Different sourcing strategies should be applied based on the understanding of the jobs and where the audiences will come from to fill them.
- Candidate Relationship management- includes building a positive candidate experience, managing candidate communities, and maintaining relationships for those candidates not selected.
- Merits and Analytics- is the continuous tracking and use of key metrics to drive continuous improvement and to make better recruiting decisions, to ultimately improve the quality of hire.

3) THE CHANGING RECRUITING LANDSCAPE:

• Changing recruitment philosophies

Of all the different disciplines that come under HR's remit, recruitment has probably experienced the most disruptive change in recent years. Technology advances have played a big part: the rapid growth of web based recruiting has forced organizations to reappraise their approach to market, while the emergence of social media offers new ways to reach candidates. Challenging economic conditions have also had a major impact on both budgets and the candidates' pool, with high unemployment continuing to influence market dynamics.

Firstly, there's been a perceptible shift in the relationship between candidates and recruiter, regardless of short term economic conditions. In an era of perceptual talent shortages, the ability for many organizations is that they now have to

sell their benefits of any vacancy to candidates as much as candidates have to sell their ability to do the job. It's no coincidence that when a survey was carried out of 100 HR managers last year, 85% of respondents agreed that recruitment should be viewed as sales and marketing exercise, requiring a good corporate image, good marketing skills to identify best candidates, and good sales skills to encourage them to join. Lessons from their colleagues in sales and marketing in order to improve recruitment effectiveness.

This philosophical shift is starting to show itself in a growing recognition about the importance of the candidate experience, beginning with the candidate's initial interaction with prospective employer, which increasingly takes the place over the web.

Websites need to be smartly designed and easy to navigate, and should also to promote the company and the specific vacancy. Most candidates will expect to be able to carry out the transactions over the web-such as submitting job applications as well as viewing information. And once an application is submitted, the efficiency of employer's internal recruitment process will influence the candidates experience, helping them decide whether they want to be part of this organization. Efficiency- and the common courtesy of promptly acknowledging job applications- can tip the balance when high-quality candidates make employment decisions.

There is also a growing understanding that when a high potential applicant approaches an organization for the first time, it may not result in hire- but there may be benefits in sustaining relationships in case future opportunities arise. This approach sometimes, referred to as candidate relationship management- a twist on the customer relationship management discipline that governs sales, marketing and customer service activities. By identifying the kinds of roles that a potential candidate might be looking for and sustaining their interest in the company through regular communications, organizations can quickly start up a job specific Daigle when an appropriate opening comes up.

Secondly, the dramatic impact of economic recession is likely to keep management attention closely focused on value, even as recovery gets underway. For all the intentions of HR, recruitment drive in booms years tend to be a mix of planned strategic initiatives and ad- hoc responses to sudden vacancies. All of this changed dramatically in the wake of the credit crunch, when recruitment drives were replaced by swinging job cuts and cutting. Many organizations will seek to apply the same comprehensive approach to recruitment that they use for capital investment, planning their recruitment and accessing talent acquisition in the context of broader business needs. Recruitment is also more likely to be approached as a part of a broader talent management strategy encompassing workforce planning, employee development, performance management, and succession planning and contractor management.

Meanwhile, as the global cycle starts to shift towards recovery,

ery, macro economic conditions continue to dominate the recruitment landscape. The conundrum of a downturn, of course, is that more talent becomes available at a time when organizations can least afford to hire. The need of speed, always a key factor in recruitment, intensifies in a downturn, when applicants are more anxious than usual to secure a position against a backdrop of unemployment and job insecurity, and less likely to wait for multiple offers. Now, as the focus to switch from survival to growth, more organizations are looking to take advantage of talent acquisition opportunities. The challenge they face is working out how to identify the highest quality talent, how to reach out to it- and how to snap it up in the most efficient way, without increasing overhead, before competitors beat them to it.

• The broader talent management picture

Talent acquisition is being approached as one component of a broader talent management strategy, inseparable from other key HR disciplines. Ideally, these goals will be cascaded down the corporate hierarchy to subsidiaries, divisions, departments and individuals as part of a corporate- wide performance management strategy. In turn, departmental and individual performance metrics will be adjusted, setting the context for all decisions about employee development, performance appraisals, compensation- and requirement.

Once the business objectives have been set, the talent management cycle kicks off with a workforce planning initiative, typically incorporating four principles steps:

1. Assessing workforce needs by analyzing the skills and competencies required for each part of the business, including new business development.
2. Analyzing existing skills and competencies.
3. Carrying out a gap analysis to identify areas of need.
4. Planning skills acquisition through performance measurement, employee development, recruitment and succession planning, accompanied by effective use of contractors

It's particularly important that all the components of the skills acquisition phase-performance measurement, employee development, recruitment and succession planning- are tackled in conjunction with one another. Take employee development, which is a mini talent management cycle in its own right. It starts with a performance appraisal, where an individual's strengths and weakness is assessed and training needs identified: this in turn feeds learning programs and career planning. In many organization, the link between identifying training need and fulfilling it gets broken, which ultimately lead to unnecessary talent acquisition in the future.

Similarly, succession planning tends to be approached from a blinkered perspective, with many organizations primarily focusing on senior management. But effective succession planning is not merely about what happens next in the broad room it's about identifying which rolls are critical to the organization, regardless of seniority. Most organization have multiple key person dependencies at even relatively junior level, from an account manager who is developed a strong personal relationship with a key client, to a specialist staff who understand the intricacies of individual system and processes. By identifying critical roles and mapping potential successors, organizations can programmers' to meet business priorities.

• On- premise and outsourced options

While recruitment planning is best approached in the context of a broader talent management strategy, it will often be executed as a standalone activity. It is after all a discrete process: data is fed in at the beginning of the recruitment cycle; output data is passed to HR management system and other business systems once a candidate has been selected, and in between, it's a standalone set of processes.

The discrete nature of the process helps explain why recruitment lends itself particularly well to a hosted services or Soft-

ware as a Service [SaaS] outsourcing model. In a SaaS set-up, the vendor runs and manages the software on its own IT infrastructure, and users assess it over the internet, in much the same way that they would work with an in-house server. Because of the stand alone nature of recruitment process, it can be shifted in its entirely to SaaS model without significantly disrupting other HR operations. At the end of the process, the data outputs from a SaaS Recruitment service can be fed into the organizations core HR management system, and specific process steps- such as a job acceptance- can trigger other processes, such as on boarding.

This approach has number of advantages. From a technology perspective, it removes the need for organizations to install, manage and upgrade the recruitment software- and because the vendor manages upgrades centrally, customers will always have access to the most up to date software. In addition, because the service is internet based, it can be assessed by employees from anywhere, including when they work from remote offices or from home.

From a financial perspective, customers may be able to bypass capital expenditure restrictions and avoid heavy upfront cost, since SaaS fees are usually charged on a subscription bases rather than via an upfront license fee.

Typical concerns for customers going down the hosted services route center on getting assurances about privacy, data security and uptime. Customers will also want to know that the service can be effectively integrated with their existing HR management system.

• New forms of measurement

As recruitment strategies and tactics shift to meet today's talent acquisition demands, so the metrics that high performing organization use to monitor their recruitment performance are also evolving.

HR will continue to report on statutory requirements such as workforce diversity, and

Efficiency metrics such as the number of outstanding vacancies or days to hire. At the same there is a growing need to shift away from measuring HR internal workings towards a more business-focused stance-one where effectiveness is as important as efficiency. If days to hire are HR efficiency metric, for example, recruitment effectiveness might be measured in terms of the quality of people hired. Similarly days to hire averages might be broken down their business impact: if the average hire 70 days but it takes 180 days to fill a senior position in sales, that suggest recruitment resource could be targeted.

Financial pressures mean that recruitment cost are also likely to come under closer scrutiny going forward. In the past, HR functions have been content to record the direct cost associated with recruitment advertising. Increasingly, however, the focus will also fall on the direct cost, such as the time spends by HR or line managers in the recruitment cycle. These kinds of metrics will become increasingly important as HR teams stars to experiment with newer form of recruitment such as social media, where the biggest overhead is resource.

In a survey of HR managers eg-82% of respondents said they on time/days to hire – but only 7% drilled down to analyzed to cause of delays. Measurement of time of productivity for new hires was even poorer, with only one interview reporting on it at time of the survey. likewise, only 5% of respondents reported on the retention rate of new hires (such as first year turnover of high quality candidates). The level of reporting on the effectiveness on different sources of candidate was also low. Only 7% of respondents analyze the average cost of hire by source (such as newspaper or web adverts) and only 3% measured the quality of applicants by source.

These findings were reinforced by a survey of 100 HR direc-

tors. Four out of five respondents said they were good at generating core HR metrics such as days/time to hire. But the number who was good at reporting on direct recruitment caused spelled to two thirds and those claiming to be at reporting on indirect recruitment cost (such as time spent by HR or line managers) fell to 56%.

Given reporting trends over the last decade, their little evidence to suggest that their will be a sudden surge in business – centric recruitment reporting- what's more likely is a steady increase in take up. What is clear, however, is that high performing organizations will look for measurement systems that reflect the more strategic approach they take to talent acquisition- which means recruitment effectiveness becomes just as significant as recruitment efficiency

4) Managing the fundamentals

• The business case for automation

Few requests for IT investment stood up to scrutiny during the height of the global financial crisis, but amid signs of economic recovery, the business case for investing in software and services to support recruitment activities is more likely to get a fair hearing, particularly if its built on solid returns. Certainly, as a discreet investment, recruitment automation offers a number of potential benefits including:

- **Reduced costs :** Reducing the time spent by line managers, recruiters and HR administrators on the recruitment cycle brings a direct cost saving, triggered by measures such as:
- Automating manual workflows
- Implementing self-service for HR, managers, employees and candidates
- Receiving applications through pre-designed Web forms, which reduce rekeying and associated errors and also standardizes application to make comparison easier.
- Automated filtering of CVs.
- The ability to manage high volumes:- In times of high unemployment, the average volume of application for each post increases, putting considerable stress on organization that rely on manual processes. To deal with high volumes organizations face a difficult choice of throwing more resources at the problem- which increases cost – or arbitrarily viewing selected application which increases the chance of missing high applicants.
- **Faster response:-** During high unemployment, the speed at which organization can filter job application, securing candidates, manage the interviewing the process carry out the background checks and make offers can make the difference between a successful hire and losing high quality candidate to a competitor.
- **Improved productivity:-** Automating process and data management enables new recruits to get up to speed more quickly.
- **Process standardization:-** By managing workforce throughout the recruitment process, organization can extend best practices across all hiring programs.
- **Improved employee referral processes:-** Referrals are a high cost effective sourcing strategy. Organizations can improve the effectiveness of their referral program by automating key processes such as candidate submission and referral fee pay out.
- **Improved reporting and analysis:-** One by product of automation is that it generates a central store of electronic data for analysis, enabling organization to improve recruitment efficiency and effectiveness, focus their efforts on filling critical roles, identifying the most cost effective sources and reduce spend on agencies.

• Distinctions between software and service offerings

Recruitment software comes in many different guises, offered both for conventional on-premise systems and through outsourcing arrangements. Most HR Management Systems contain some level of recruitment capability, although often at a fairly rudimentary level-it may be centered for recruitment capability although often at a fairly rudimentary level- it may

be centered for example on an Applicant Tracking System that enables organization to capture applicant details, schedule interviews, monitor the process of applications and carry out basic reporting. HRMS providers and third party specialists frequently offer additional modules with expanded capability, such as self service for HR and managers. Web based recruitment provides a third tier of capability, enabling organizations to post jobs, accept job applications online and in some cases, provide candidate self service- in effect, reentering the recruitment process around the candidate and driving the entire process from the candidate experience. These capabilities may be provided either as on premise software or as a SS outsourced service.

Key questions to consider when accessing the capability of a system or service include:

How effectively does it help you manage applicant data? Eg:

- Can data from your website and job boards be easily entered into the system or service? In some cases, suppliers will offer prebuilt integration with third party sites.
- How easily can you configure it into filter applicants? E.g. - can you ask an upfront question to determine whether they are eligible to work in the UK? Does the system support CV filtering, eg, through keyword searches- and if so, how advanced is the keyword search capability?
- Will you receive the information you want? For e.g, can you choose whether to enable applicant to submit a CV or fill in a form, and how easy is it to change the data requirement at a later date if your information needs change?
- Does the provider offer prebuilt integration to other third party services-eg, to service providers that offer reference checks?
- How easy is it to define- and just as importantly, amend- workflows to suit working practices? Flexibility and ease of use for business users rather than IT specialist are key differentiators.
- Want control are built into the work flows? Can they be set up so that alerts are automatically issued to HR if predefined parameters are breached- for e.g if a dead line is missed?
- Is the web based applicant facing capability fully integrated with the system managing your internal processes? Its not uncommon to find organizations accepting CVs electronically through a web portal, and then printing them out and rekeying then into a back end system.

• Self-service

Self-service capability is an important component of data and process automation, underpinning many of the efficiency gains that HR system offer today. While some continue to perceive it largely as an administrative capability- allowing employees to change their personal details and view HR information – it in fact extends across every

people management discipline. In the recruitment field it touches all participants – including HR administrators', recruiters, line managers, external agencies and candidates and helps automate key transactions.

At the beginning of a recruitment cycle HR or line managers can create requisitions online scan the database of existing candidates and view applicants information as response come in. As the process moves on to the interview phase some system and services enable organization to enter interview summaries through templates, eliminating another paper based step. When a hiring decision is made job offers can be generated from pre defined templates and on acceptance the system should be able to trigger the necessary on boarding processes.

It's important to keep in mind that adopting self service shifts part of the control over process management from HR administrative to managers so it may require some modification to existing recruitment working practices. As with any change

management project HR will need to be able to demonstrate that the new approach brings tangible benefit to affected parties, usually in the form of streamlined processes, tools that give manager greater control over their recruitment activities and improved visibility into the overall cycle.

• **Completing the acquisition cycle: on boarding**

The final stage of the recruitment process is too smooth the new employee's path into the organization and enable them to become fully productive- a step often know as on boarding. It's a process that touches multiple business functions since hiring a new employee involves setting up a suitable workspace; ensuring that PCs, laptops, telephones and other mobile devices are available and configured; putting relevant data into security and associated front of house systems; enabling access to software applications and services; and ensuring that payroll, benefits and associated systems are up-to-date.

These requirements are often managed manually and as a series of discrete steps, and as a result, the on boarding process can be time consuming and disjointed. Process automation and integration both help: for example, a hiring decision might automatically trigger a series of related on boarding activities. But successfully on boarding is also driven by more strategic issues relating to an organization broader people management IT strategy

In conventional IT set-ups, employee data tends to be stored in multiple systems, an approach that's prone to error, it involves extensive duplication and is difficult to centrally manage. An alternative approach is to create one central store for employee data most logically within the HRMS and use this to feed other systems whenever data changes. This kind of centralized approach is more efficient and also enables speedy data change. As well as improving the efficiency of the on boarding process it can also make a significant difference at the other end of the employee lifecycle when IT and security systems need to be rapidly updated in the event of an involuntary termination.

WEB BASED RECRUITMENT

• **Informational and transactional activities**

Web based recruitment is rapidly becoming a standard business requirement, and most organizations now recognize that they need to provide some level of applicant interface on their websites. This will include the ability to accept job applications online.

Web based recruitment is spitted into two categories:

- Information and promotional, where the web is used as a means of displaying information about vacancies on the customers websites or third party sites and the marketing the organization.
- Transactional, where candidates are able to submit applicants online and track the progress of their applicants. From the employers perspective transactional capability may include screening and filtering of initial applications.

Take up of web based recruitment is still relatively slow today, with much of the emphasis still on informational components such as posting jobs. At the transactional level, according to the survey of HR managers, only 13% of organizations enabled internal and external candidates to submit job applications online, although 38% planned to do so within 12 months. Similarly, just under one in ten companies surveyed enabled internal and external candidates to track the progress of their application online, with 20% planning to do so within 12 months.

The trend, however, is going in one clear direction. The survey showed that over the next two years, the vast majority of respondents -86% will actively encourage applicants to abandon paper based applications and apply for jobs over the web. Similarly, 72% agreed that it is reasonable for companies to require candidates to apply for jobs online, rather than by mail or phone. Whether employers drive this change or simply react to applicants demand remains to be seen: certainly, for many Generations Y applicants, the notion of sending on paper CV is hopelessly outdated.

• **The Business Case**

From a business case perspective, the potential benefits of web-based recruitment include:

• **Improved Talent Acquisition:**

Based on the ability to identify high performer and beat competitors to their signature. This stems from:

- Improved sales and marketing capability including the ability to extend the reach of recruitment campaigns and market the employer's organizations on the web.
- Enhancing the employers' brand in the shape of a modern website which is particularly important for recruiting among a younger talent pool.
- Speed of response aided by the ability to filter applicants, standardized information and centralizes data.
- Significant cost and efficiency gains from handling applicant information electronically. Replacing traditional recruitment processes where hiring organization mail out application forms to interested parties brings significant cost and speed benefits.

• **Social media: the resource factor**

Recruitment via social networking sites such as Facebook or Linked in is still greeted with some skepticism in the HR community. According to survey, opinion is sharply divided among HR managers about the potential benefits with 38% of respondents agreeing that social media sites provide a great way to reach potential new recruits- and 26% disagreeing.

What's still to be determined is how effective social media is as a means of sourcing candidates, what rate of return they might stabiles at and whether they're more suitable for specific industries or certain roles. Even though participation in social media is usually free, it's important to keep track of the cost of time spent by HR or recruiters in marketing on and monitoring sites, which can significantly increase overall recruitment costs.

• **Conclusion**

This research primary focus is on people management, multiple country payroll, customer relationship management, and financial management.

• **About the sponsor**

Computers in personnel are a leading provider of software and services for people and data management. Recognizing that effective people and data management are critical drivers to organizational success, it provides a broad range of software, outsourcing services, data management capabilities and knowledge based services. Ciphir is a richly functional web enabled HR and people management, from recruiting and training to people data analysis. Ciphir Decisions, its HR business intelligence tool, uses sophisticated data warehousing and Microsoft analysis services, allowing you to mine and manipulate people related information