STRATEGICALLY ALIGNED

THE 2012 WORKFORCE PLANNING AND TALENT ACQUISITION GUIDE

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What are the critical challenges facing human resources and talent acquisition leaders in 2012?

In November 2011, CareerBuilder surveyed more than 200 talent acquisition professionals from organizations of all types and sizes across North America to answer this question. We also conducted in-depth interviews with several talent acquisition executives at leading organizations including Arrow Electronics, Chipotle, CME, Dow Chemical, Dow Corning and New York Life.

Our study clearly indicates that the long-standing tug of war between finding candidates to fill open positions and contributing to long-term business strategy through workforce planning continues in new ways. Yet, this new dynamic is forcing welcome innovation in talent acquisition.

In the last decade, no other area of HR has seen such consistently high levels of change in how their work gets done. With the emergence of a variety of new tools, particularly social media-related ones, talent acquisition leaders are struggling to integrate new strategies into a coherent framework.

In addition, the continuously expanding global workforce has added new levels of complexity, and a host of new issues have arisen, from accurately forecasting staffing needs to managing the global workforce itself.

Compounding the challenge for talent acquisition leaders is a confluence of macro-challenges. Talent acquisition teams are acutely aware of the challenges of an aging workforce, as well as the reality that the upcoming generation falls short of the skills that will be required to sustain organizations in the future.

As a result, many talent acquisition teams are getting creative and using these challenges to their advantage by re-energizing their efforts to align business, HR and talent acquisition strategies through data-driven approaches. Other organizations are exploring the benefits of tapping into the global workforce to fill talent gaps. Still others are finding ways to integrate new forms of media into their sourcing strategy.

In Section I of this report, we discuss several key trends that surfaced during our quantitative and qualitative research. These include:

1. Aligning to the Business Strategy through Workforce Planning
2. Moving from Sourcing Strategy to Media Strategy
3. Potential Land Mine in War for Talent: Skilled Labor Shortage

In Section II of this report, we provide a framework and recommendations for addressing many of the issues raised in our key trends section. These include:

1. Developing a Robust Workforce Planning Process
2. Defining your Employment Brand
3. Investing in Processes that Support Retention
4. Measuring and Tracking Effectiveness

Kevin Small, one of our research participants and director of talent acquisition at Dow Corning, sums it up well. "The war for talent never went away, but the battlefield has changed." This report illuminates what is happening on that new battlefield and how to position your organization to emerge victorious.

> "The war for talent never went away, but the battlefield has changed."
>
> **KEVIN SMALL**
> *Director of Talent Aquisition*
> Dow Corning

KEY TREND I — ALIGNING TO THE BUSINESS STRATEGY THROUGH WORKFORCE PLANNING

Our study indicates that many organizations have prioritized formal workforce planning as a means of competitive advantage, if not survival. Previous processes that focused on simple staffing or replacement plans are not able to handle the complexity of today's current pressures. For many leaders, however, introducing workforce planning to the mix and gaining senior leadership commitment to its strategic role can be difficult and presents an additional challenge.

THE FOUNDATION: INTELLIGENT DATA

Many times, the workforce planning process happens only because a proactive leader understands the value of collecting and analyzing data intelligence and presenting it to business planning leaders. According to our survey:

69% say human capital strategy is closely aligned with business strategy

62% have senior leadership's support in meeting workforce needs

48% use external labor market data when defining talent acquisition strategies

These three points are closely linked, and organizations that are able to affirm all three statements are well-positioned to meet their business's human capital needs. Intuitively, it may seem that gaining senior leadership support is the first step, followed by alignment of strategy and then data to drive it forward. Yet, our study showed that data is the first step to make change and bring workforce planning to the forefront. In fact, senior leadership support comes from first demonstrating the value of workforce planning through data, then following up with dialogue to better align the human capital strategy with the business strategy that emerges.

*The two main triggers to a senior leadership team uncovering that value:*

1. Data and analysis that ensure they can execute against their business strategy and meet objectives.
2. The ability to quickly and accurately react to an urgent situation because decision-making data was available.

ENABLE EFFECTIVE DECISION MAKING

Effective workforce planning requires economic analysis of external data (e.g., talent supply and demand) and internal data (e.g., current capabilities). External data is accessible for general populations and competencies (though it is more difficult to ascertain for specific industries and skills). Dow Chemical, for example, uses Conference Board research (http://www.conference-board.org) as well as Bureau of Labor Statistics data (http://www.bls.gov). The company is continuously scanning the environment and looking for additional information regarding supply and demand for their key positions.

For its internal data analysis, Dow Chemical uses sophisticated workforce planning modeling software, jointly developed by an internal team and Central Michigan University. This software analyzes the current employee population and provides three-year staffing projections based on promotions, attrition, and the aging of the current population. This information is then combined with the external data to determine global and regional hiring plans.

Our organization utilizes external labor market data well when defining our talent acquisition strategy.

48%	strongly agree/somewhat agree
29%	Neutral
24%	strongly disagree/somewhat disagree
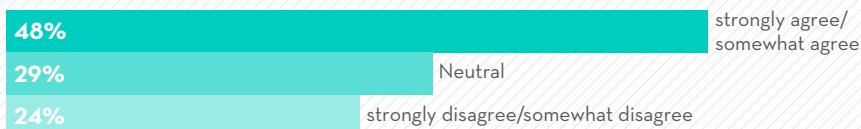
Our talent acquisition team has the support and resources we need from senior leadership to meet our organization's workforce needs.

62%	strongly agree/somewhat agree
16%	Neutral
23%	strongly disagree/somewhat disagree

Even with the modeling software, Jennifer Frame, workforce planning expertise center leader at Dow Chemical, knows they can do even better. "We need to be providing more intelligent data versus more data," she said.

CareerBuilder's vice president of human resources, Rosemary Haefner, agrees. "Many organizations have good intentions but are not taking advantage of the data they have. When the business conditions change they aren't ready to quickly respond."

Dow Corning has also made workforce planning a priority. Talent management is now part of the overall executive planning and risk management process. A common global technology platform enables the organization to access real-time data on the current employee population, including available talent. With this technology, Dow Corning is able to make timely, informed decisions that help maintain its competitive advantage as a global business.

GLOBAL IMPLICATIONS OF WORKFORCE PLANNING

With a global technology platform, Dow Corning has made major inroads into an issue that rose to the top of our study: Managing a global workforce. In our survey, 69 percent of respondents report that managing a global workforce is their top challenge now—and for the foreseeable future.

This is not a new issue, yet it is not one that has been successfully managed. The nuances of managing a global workforce are continuously and rapidly evolving, and are closely linked with the reduction of barriers brought by technology as well as the pressure to reach beyond borders to reduce costs.

As organizations expand internationally, the issues of location, cost structure, profit margins and labor costs come into play. Talent acquisition leaders must be closely involved in creating a location-specific staffing model and customizing their process by location, while also analyzing the impact of the local labor laws and requirements to their cost structure. "We know our staffing model works extremely well in the U.S. What we now need to do is find the model that works well in our non-U.S. locations. While we may not get it right the first time, we are flexible enough to tweak the process until we achieve the same high standards that our U.S. customers have come to expect from Chipotle," says Dave McKlveen, staffing manager at Chipotle.

With the economic growth of emerging markets (including Brazil, Russia, India and China), the organizations in these geographies are all competing for the same limited talent pool. It isn't unusual to hear executives at global organizations lament high turnover rates. We hear time and time again that the local companies and competing global organizations in the region "throw money at our people" to lure them away from their current employer. As global organizations typically provide more sophisticated training and access to best practices, these employees are prime targets for local headhunters and recruiters.
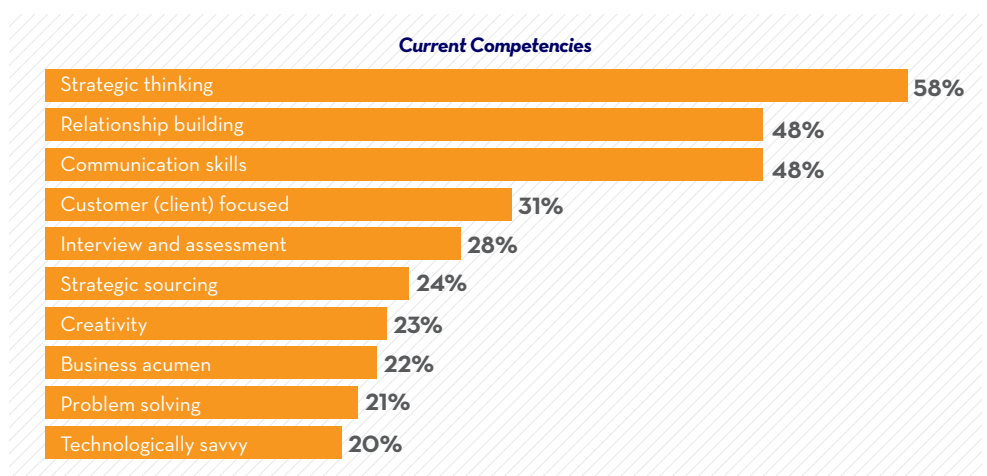
69%
of respondents report that managing a global workforce is their top challenge now — and for the foreseeable future.

Given the above findings on global workforce issues, we foresee a potential mix of factors that could cause some organizations major speed bumps. Organizations that are not yet bringing workforce planning to the business table may also face significant talent gaps.

COMPETENCIES FOR WORKFORCE PLANNING

When we asked our participants about the competencies required to lead talent acquisition teams now and in the next two to three years, "strategic thinking" and "relationship building" ranked ahead of all others. These are precisely the competencies required to lead workforce planning initiatives as talent acquisition becomes more integrated into the business agenda and more data- and analysis-oriented.

The survey below shows the importance of having multiple skills sets in addition to the traditional talent acquisition skill set and bringing multiple people into the workforce planning process.

Current Competencies

Competency	%
Strategic thinking	58%
Relationship building	48%
Communication skills	48%
Customer (client) focused	31%
Interview and assessment	28%
Strategic sourcing	24%
Creativity	23%
Business acumen	22%
Problem solving	21%
Technologically savvy	20%

KEY TREND II — MOVING FROM SOURCING STRATEGY TO MEDIA STRATEGY

Our research indicates that many companies are relying too heavily on a traditional sourcing model, to the detriment of their employment brand. In the last decade, the job search has both expanded and fragmented. In fact, on the basis of a study performed in March 2011, we assert that the job search now bears many similarities to the consumer buying process.

Today's job search engages many forms of media that were only on the periphery of job search a few years ago; primarily social and mobile. Our March 2011 study found that job seekers may engage with an employer's brand as many as nine times before applying to a job. Historically, sourcing strategies identified all of the job boards or niche sites that were likely to generate hires, and any sourcing investment had to be measured by the number of hires that particular source generated.

In today's media environment, however, we know that job seekers are using many forms of media to research employers that may not fit neatly into traditional talent acquisition ROI models, but that do require investment and management. For example, our study found that 70 percent of job seekers research prospective employers on Facebook. While Facebook may never appear in the top three on a list of sources of hire, talent acquisition groups must find a way to engage candidates looking for information on Facebook, or risk being disqualified from consideration.

THE JOB SEEKER IS A CONSUMER

Change to: In March 2011, Google released "Winning the Zero Moment of Truth," an ebook exploring changes in consumer behavior (www.zeromomentoftruth.com/google-zmot.pdf). The concept was developed in response to Procter & Gamble's "first moment of truth" phrase, coined

to describe the first interaction a consumer had with a product on the store shelf. One of the key report findings, which we believe is critical to understanding today's job search, is that the average consumer used 10.7 sources of information prior to buying a product.

Our study on job seeker behavior confirmed what had long been a suspicion—that a person's digital behavior does not change substantially when shifting from one task to another. If talent acquisition leaders are to effectively engage job seekers in this digital age, they must approach media strategy as if they are brand managers.

VISIBILITY AND FIRST IMPRESSION

The earliest stage of the job search, or "Orientation," is predominantly a research phase. While updating their resume and engaging their professional network, job seekers also begin conducting initial research to learn about potential employers. To do this, they use job boards (in our study defined broadly to include traditional job boards, niche sites and aggregators) and search engines. With the exception of a very small percentage of employers with high-profile brands, job seekers rarely target specific companies. Rather, they conduct this research to build a consideration set: a list of six to ten companies that seem like viable prospects.

As a talent acquisition leader, this process creates two critical requirements: visibility and first impression. Can your jobs be easily found on job boards and search engines? And when job seekers find your jobs, what first impression do you create? Is your value proposition compelling to your target audience? Our study indicates that poor first impressions often lead a candidate to disqualify a company from consideration.

SOCIAL CONSIDERATION

It is in the second phase of the job search that we observe the strongest parallels with the consumer buying process. In the digital age, we take for granted that we can learn from previous buyers whether or not a product performs to expectations. When purchasing a new television, reviews by previous buyers factor heavily into one's purchasing decision. Not surprisingly, the same is true for a job search. In the Orientation phase, candidates encounter numerous claims by employers about the benefits of working for them. Today, job seekers can readily validate the claims made by employers. For example, a claim by an employer to have a team-oriented culture can be undermined by a series of Glassdoor reviews indicating that the culture is too autonomous, or that management through fear is a common practice.

Validating claims about a company as an employer or a consumer product are becoming deeply ingrained habits. In fact, 70 percent of job seekers in our study reported using Glassdoor, Yelp, or another ratings site to learn more about an employer *before* applying to a job. Nearly the same number report researching a company on Facebook or Twitter in the same phase of the job search.

This user-generated media environment requires careful management of a company's employer brand on multiple digital media platforms. This does not mean each of those forms of media is a "source" that will generate applicants as it's traditionally been defined. Rather, we believe that talent acquisition leaders must think of themselves as brand managers, building media strategies that fully consider the behavior of today's job seekers and think in terms of long-term relationship building.

COMPETENCIES AND MEDIA STRATEGY

As indicated above in our survey results on competencies, the combination of strategic thinking, relationship building, communication skills and customer focus is the prioritized skill set. Marketing is a key competency we believe was undervalued in the survey.

70%
of job seekers in our study reported using Glassdoor, Yelp, or another ratings site to learn more about an employer before applying to a job.

Moving forward, talent acquisition leaders will be required to think like marketers when developing media and sourcing strategies. Competencies traditionally considered marketing and sales skills (e.g. competitive analysis, product positioning and cross-team integration) will increasingly become part of the required talent acquisition skill set.
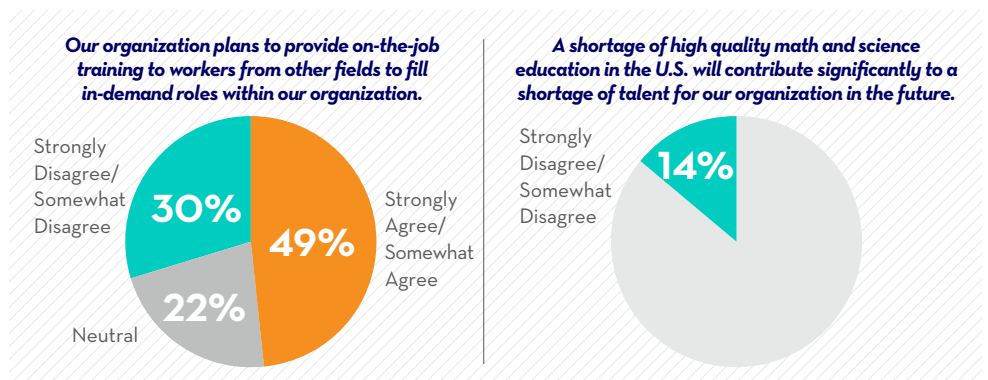
Recruiters will find more success when using consultative selling skills to "close the sale" and land top talent.Author Marshall Goldsmith saying, "What got you here won't get you there" applies to professionals at all levels in talent acquisition.

| KEY TREND III | POTENTIAL LAND MINE IN WAR FOR TALENT—SKILLED LABOR SHORTAGE |

A trend that will likely continue through the next decade and beyond is a shortage of available talent within critical sectors like information technology, engineering, and health care. The Wall Street Journal reported in "Why Companies Aren't Getting the Employees They Need" (http://online.wsj.com/article/SB10001424052970204422404576596630897409182.html) that 52 percent of U.S. companies report difficulty filling jobs. In addition, 47 percent of employers blame prospects' lack of "hard" job skills or technical skills. The article goes on to lament the lack of "apprentice-style" training in U.S. organizations typically found in other nations.

The lack of on-the-job training is confirmed in our study, with fewer than half of companies reporting they will provide on-the-job training for workers from other fields to fill in-demand roles within their own organization. To further exacerbate the situation, 60 percent of respondents strongly agree or agree that a shortage of high quality math and science education in the U.S. will contribute significantly to a shortage of talent for their organization. The combination of fewer skilled workers, lack of employer-provided technical skills training and lagging math and science education is leading to one of the greatest challenges that talent acquisition, and our country, will experience.

Only 31 percent of people surveyed expressed concern about the technical skills shortage and viewed the shortage as a significant work-related challenge. Even more alarming is that this number drops to 9 percent when respondents were asked about future work-related challenges. When viewed against the backdrop of CareerBuilder's Supply & Demand data (for example, our January data showed only 0.37 active web developers and only 0.19 active chemical engineers for every unique position posted online), we believe this survey data indicates a false sense of security within the hiring community. Our study has shown that companies may have a blind spot when it comes to fulfilling mid- and long-term talent needs required to execute against their business strategy.

Our organization plans to provide on-the-job training to workers from other fields to fill in-demand roles within our organization.

Strongly Disagree/ Somewhat Disagree — 30%
Neutral — 22%
Strongly Agree/ Somewhat Agree — 49%

A shortage of high quality math and science education in the U.S. will contribute significantly to a shortage of talent for our organization in the future.

Strongly Disagree/ Somewhat Disagree — 14%

Industries that rely heavily on engineering skills have been among the first to experience the impact of this trend. Arrow Electronics has traditionally valued industry experience very highly when sourcing new employees. With the shrinking talent pool, however, the company is exploring hiring from other industries and providing industry expertise and training, as long as the core skill set exists.

Implementing a rotational new hire program is also one of the company's strategies for handling this issue. Exposing new employees to all facets of the industry will help develop expertise and capability. As a small percentage of the employee population is under the age of 29, this is a shift in approach for the organization. Closer ties to college recruiting and internship programs are also helping the organization bridge the gap between the skills needed today and the skills to be developed for tomorrow. As Lisa Collings, director of talent acquisition for Arrow, states, "As a global company, we must continue to diversify our resources to attract quality talent."

Another strategy, from companies like Dow Corning, is to use a globally flat workforce landscape as an advantage.

LEVERAGING GLOBAL TALENT

Dow Corning's Small is often asked to identify staffing plans in parts of the world where the talent simply does not exist. He notes there is a demand variable and talent factor that often can't be met through traditional staffing methods. He has found that the increased use of virtual global teams has become a logical solution when the talent doesn't exist in a particular location, or if talent needs to be quickly mobilized to other parts of the organization.

There will always be hiring managers who are uncomfortable with virtual teams and resist the movement. In our experience, clearly defined performance expectations and regular check-ins assist both the manager and the employee in alleviating concerns that arise without consistent face-to-face interactions.

In addition to virtual teams, proactive talent leaders are looking at development assignments across the globe, rather than just in one location. This tactic is used to both develop talent and bring it where it is needed. Typically, these types of cross-functional and cross-border opportunities are only offered to high-level managers and executives. With the increase in global labor mobility, however, global development assignments are beginning to include non-managers and those who have in-demand skills. By managing talent on a global basis, the organization has a larger talent pool to address specific competency and skill gaps.

" As a global company, we must continue to diversify our resources to attract quality talent."

LISA COLLINGS
Director of Talent Acquisition
Arrow Electronics

What actions can you take to keep your organization on track? Below is a framework for addressing many of the issues raised in our key trends section. These include:

1. Developing a Robust Workforce Planning Process
2. Defining your Employment Brand
3. Investing in Processes that Support Retention
4. Measuring and Tracking Effectiveness

STEP I — DEVELOPING A ROBUST WORKFORCE PLANNING PROCESS

- Ensure strategic workforce planning is on the business planning agenda.

- Use internal and external data to conduct your workforce planning analysis, and be sure to stay updated on current trends.

- Demonstrate your value by asking the right questions about the external business environment and strategy (top down), and work with each hiring manager to understand talent requirements for delivering on that strategy (bottom up).

- Periodically update plans that include identification of risk and strategies to mitigate.

Within our first key trend, we discussed how workforce planning is increasingly becoming part of the business planning agenda—whether to help gain competitive advantage, proactively address the aging workforce and skills shortage, or more effectively manage a global workforce. Yet, we also found that many organizations are in the initial stages of the agenda-setting process and of clearly linking HR strategy to business strategy.

How can you accelerate this process or get it started? In the short term, asking the right, proactive questions can add tremendous value (*see the Workforce Planning Process table on page 11*).

In the short- and mid-term, identify the internal and external data sources that can be used to prepare and argue the business case. As discussed in the key trends section, gathering and analyzing data to provide valuable intelligence is the first step in creating the business case. Here are some additional details:

- **INTERNAL DATA** The essential questions here include: What types of talent do we need to deliver our business strategy? Where in the organization do we have the talent we need and where are we struggling—and why? The former comes from top-down business planning, or focusing on the strategic issues with the top business leaders. The latter comes from, among other areas, working with each hiring manager to look at the composition of their team against their goals, and determining the talent gaps in delivering on those goals (bottom up).

- **EXTERNAL DATA** Identify the trends you need to track and the sources of data for those trends, and keep a consistent eye on them. Trend questions may include: Where (e.g., industries, geographies) is our target talent? How do they find jobs? What is their job movement pattern? What are the global trends (e.g., laws, competitive industry economic climate) affecting their choices?

Although workforce planning is traditionally approached as a top-down process, we are seeing a growing trend toward facilitated "bottom-up" staff planning. When HR leadership does not have

a seat at the executive table, this approach still provides significant value to the organization and begins to demonstrate the ROI of implementing a robust workforce planning methodology.

Through collaboration with the hiring manager, recruiters are taking a consultative approach when determining staffing needs. "We aren't just taking orders for the next new hire," states Haefner. "We find we are most effective when we take a broad-based view of the current team composition for each new requisition. We work with the hiring manager to answer the following questions:

- What are the competencies of the current team?
- What are we missing?
- What do we need to add to have a better functioning team?"

Create strong one-year and three-year projections and plans. Identifying trends and risks in enough time to either take advantage of or avoid them will give your organization (and you as a leader) a solid competitive advantage.

STRATEGIC TALENT ACQUISITION PLANNING

CLEAR BUSINESS STRATEGY

LEADERSHIP SUPPORTED WORKFORCE PLANNING

ALIGNED HR STRATEGY

KEY QUESTIONS
Understand business requirements (top down)

Conduct gap analysis with hiring managers (bottom up)

DATA COLLECTION
Internal data
External data
Key trends analysis
Identifying risk
Mitigate risk reporting

TALENT ACQUISITION STRATEGY DEVELOPMENT
Define employment brand and build media strategy

TALENT ACQUISITION STRATEGY IMPLEMENTATION
Sourcing, selection, onboarding, measurement

STEP I: UNDERSTAND BUSINESS REQUIREMENTS
Key questions include:

- What industry trends will impact our business?
- What competitive capabilities will distinguish us in the marketplace?
- Where in our organization are those capabilities held?
- What competencies drive success in the jobs where key capabilities are held?
- What does supply/demand look like for our key positions?
- What will our workforce demographics look like over the next three to five years?
- What future staffing requirements are based on our business plan?

STEP II: IDENTIFY GAPS
Key questions include:

- Does our current workforce have the right knowledge/skills and competencies to support our business priorities? If not, do we develop internally?
- Do people in critical roles demonstrate the behaviors and values necessary for our future success?
- What information have we collected about the gains and losses of talent in critical roles or job families?
- How do the trends in our workforce impact future talent availability?
- Where do we have talent shortages and talent surpluses?
- How well do our current recruitment sources provide new talent where needed?

STEP III: IMPLEMENT PLANS TO ADDRESS GAPS

- What do we need to do to get the talent?
- How can we develop the right skill sets internally?
- Our organization is ready for changes in how we will manage our talent and workforce.

STEP II DEFINING YOUR EMPLOYMENT BRAND

- Understand both your internal and external audiences.
- Become aware of your current brand image.
- Understand your competition.
- Align your employment brand with your audience.
- Form an alliance with your internal marketing group.

An employment brand strategy is a long-term effort that permeates every aspect of the employee lifecycle, including recruitment, onboarding, retention and engagement. Just as companies invest in their consumer or business-to-business brands, they should also invest in a rigorous, ongoing process to build their employment brand. And, as noted in the key trends section, employment brands are all the more important and complex in the digital age.

Still, a recent CareerBuilder survey found that only about half of organizations had a formally defined employment brand, and only 12 percent of the other half planned on developing one in the next year. In addition, smaller organizations (under 1,000 employees), which often face the toughest competition for talent, don't have employment branding on their radar. So, is employment branding a "nice to do" or a "must do"? Let's take a look at three recent studies:

- **The Society for Human Resource Management** found that 61 percent of companies have an employment brand and 25 percent either developed one recently or are planning to do so within a year. The research also showed that companies that maintain a compelling employment brand have a critical head start when it comes to attracting talent.

- An **Employer Branding Institute study** showed that nearly half (49 percent) of employees cited an employer's reputation as a major influencer in deciding where to work.

- **Corporate Leadership Council** research suggests that companies with a strong employment brand can attract candidates who are changing jobs with smaller salary increases compared to organizations with an unknown or unattractive brand.

A strong employment brand helps attract employees who share a company's vision and values and fit in well with the culture. "For us, recruiters and partners are the brand and have an 'attraction' factor that makes others want to live their lifestyle," Will Pearce, New York Life's CVP of recruiting and retention said.

As Pearce highlights, the most important guiding principle of employment branding is to "walk the talk." Companies must discover how they can authentically align with what their target audience seeks in an employer. They must deliver what they promise in order to build and maintain a positive perception among both job seekers and employees. What is your ideal candidate really looking for in an employer? What do your current employees say you do well? Discover your unique brand opportunity in the intersection of these two answers.

THE FIVE KEY TESTS OF A POWERFUL EMPLOYMENT BRAND

1. Is our message attractive to top talent?
2. Is it authentic to our employees?
3. Does it align with our vision?
4. Is it unique from our competitors?
5. Do we consistently communicate our brand across all candidate and employee touch points?

Chipotle formally developed their brand strategy in early 2011. "A formal study validated what we did well internally, and confirmed that no one knew about us externally. We have a great story to tell and it wasn't being told," said Dave McKlveen, staffing manager at Chipotle. A rigorous employment branding process formalized the key messages that would enable Chipotle to meet growing talent needs both domestically and internationally, and the company is now communicating those brand messages internally and externally. A side benefit: As Chipotle honed its message, the organization started receiving recognition as a top place to work, further strengthening its employment brand image.

STEP III   INVESTING IN PROCESSES THAT SUPPORT GOOD-FIT HIRES AND RETENTION

- Boost participation in your employee referral process.
- Tighten selection process.
- Use onboarding and training as a differentiator from your competitors.

Using employee referral processes in finding quality talent has already been on the rise; the age of social media is only propelling it further and faster. There is seemingly endless potential in each and every employee network. A recent CareerBuilder survey found the following:

69%
of employees say they have a formal employee referral program at their organization

26%
of external hires are generated from employee referrals

82%
of employers rated employee referrals highest for generating the best return on investment

88%
of employers rated employee referrals highest for generating quality new hires

35%
of companies are currently using social media to promote their company

Many organizations are implementing a target referral rate (typically 40 percent) and implementing plans to reach that target. These plans include rewarding employees for referrals as well as placements; ensuring it is easy to participate; communicating to the employee and candidate throughout the process to keep momentum; and providing at least a portion of placement reward shortly after the candidate's start date to demonstrate quick wins to employees.

Companies like Deloitte, AT&T and Raytheon have successfully integrated special apps into their recruiting and referral strategies. In 2011, activity on the mobile CareerBuilder site (mobile.careerbuilder.com), which enables candidates to search job sites and receive job alerts, increased 400 percent. New social applications on platforms like Facebook automatically find friends in your employees' networks that match posted job descriptions, giving employees and recruiters the power to share jobs more easily.

With candidates in the pipeline, organizations are also fine-tuning their selection processes.

THESE TUNE-UPS INCLUDE:

- Treating cultural fit with the same importance as technical fit
- Identifying critical "must-haves" and applying consistently

For example, Chipotle selects crew members using 13 key characteristics. If the candidate embodies 12 out of 13, they aren't hired. Chipotle has found these characteristics so important to its desired culture that it doesn't settle for less. By clearly communicating its requirements, the company makes it easy for potential candidates to self-select out of the process before being interviewed.

Organizations are continuing this rigor through onboarding and training. Many organizations are going beyond basics and focusing on assimilating new hires into the culture even faster to ensure a greater impact. Ideas from our participants include:

- Facilitated leadership assimilation sessions with a new manager and his/her direct reports.
- New hire LinkedIn groups to share information and ask questions.
- Hiring "class" cocktail parties—meeting other new hires as well as senior management.
- Meetings pre-arranged with key contacts throughout the organization.
- Lunch scheduled for the first week with various employees.
- Assigned responsibility from the HR business partner or recruiter to check in at 30-, 60- and 90-day intervals.

New York Life differentiates itself from competitors through an extensive training curriculum. This three-year "boot camp" for new agents includes traditional classroom-based instruction (each office has a training manager) and on-demand, Web-based delivery. But perhaps the most important part of the training and onboarding process is the on-the-job mentoring provided to new agents. Partners spend approximately seven hours a week with new agents clarifying expectations, modeling the process and being available for questions.

CME Group provides coaching to support new employees. Together, they identify key challenges and explore areas for longer term development within the position. In addition, the recruiter checks in with employees at 30-, 60- and 90-day intervals as another avenue for support. As Jay Fought, associate director of recruiting, said, "The relationship established during the recruiting phase provides a perfect platform for us to help an individual integrate into our business. For us, the placement is the mid part of our recruitment process, not the end."

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STEP IV   **MEASURING AND TRACKING EFFECTIVENESS**

- Identify key metrics.
- Create a talent acquisition scorecard.
- Communicate metrics and analysis.

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Surprisingly, most executives and senior leaders aren't asking talent acquisition for metrics and quantifiable results. As a result, only 25 percent of our survey participants strongly agree that their talent acquisition team has support and resources from senior leadership. Human resources departments have traditionally lagged in providing actionable data back to the business, and consequently, many leaders believe they do not receive enough investment from senior leadership. We believe this trend can be reversed if talent acquisition teams provide compelling data and metrics, demonstrating the ROI and the value workforce planning provides to the organization.

MOST ORGANIZATIONS CAPTURE THE BASICS:
- Time to fill (or time to present candidates)
- Cost per hire
- Source of hire - ROI
- Employee referral percentages

Only

25%

of our survey participants strongly agree that their talent acquisition team has support and resources from senior leadership.

INCREASINGLY, ORGANIZATIONS ARE ALSO ADDING QUALITATIVE DATA AND SURVEYS INTO THEIR PROCESS. THESE MEASURES INCLUDE:

- Candidate satisfaction
- Hiring manager satisfaction
- Pipeline development
- First-year turnover (by business, function, and level)
- Quality of hire (new employee first-year performance)

Haefner emphasizes quality measures with her recruiters. In addition to the typical metrics noted above, they also focus on post-hire metrics.

"We look at the success of the candidate after onboarding and ramp up," she explained. "For sales, for example, we look at the percentage making their quota and a performance quality metric. When those metrics aren't strong, we analyze what may have happened and engage the leader in a discussion. Are we hiring the right skill profile? Are you providing the right training? We can then bring those learnings back to our selection process."

Through this process, the team was able to tweak the job profiles for a specific division, paving the way to hire more high performers and execute against targets.

And Haefner doesn't just track metrics—she also ties recruiters' bonuses to them. A percentage of a recruiter's bonus is linked to new hire performance in addition to the operational metrics.

Take a cue from Haefner and create a talent acquisition scorecard. Be sure to keep the list of metrics pruned, cutting out those that don't tie to trends you need to track. And communicate findings even if no one asks. Report out on metrics quarterly and annually to senior management and hiring managers.

CONCLUSION

Talent acquisition has never been more critical to the success of an organization. The challenges currently confronting us are not likely to decrease anytime soon. As a result, organizations that incorporate workforce planning into their business strategies, develop compelling employment brands that resonate with target talent, and build creative new frameworks for measuring success are most likely to succeed in the war for talent.

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