

# **Future Proof Your Talent Acquisition Strategy:**

## **The New Model for Talent Acquisition Leadership**

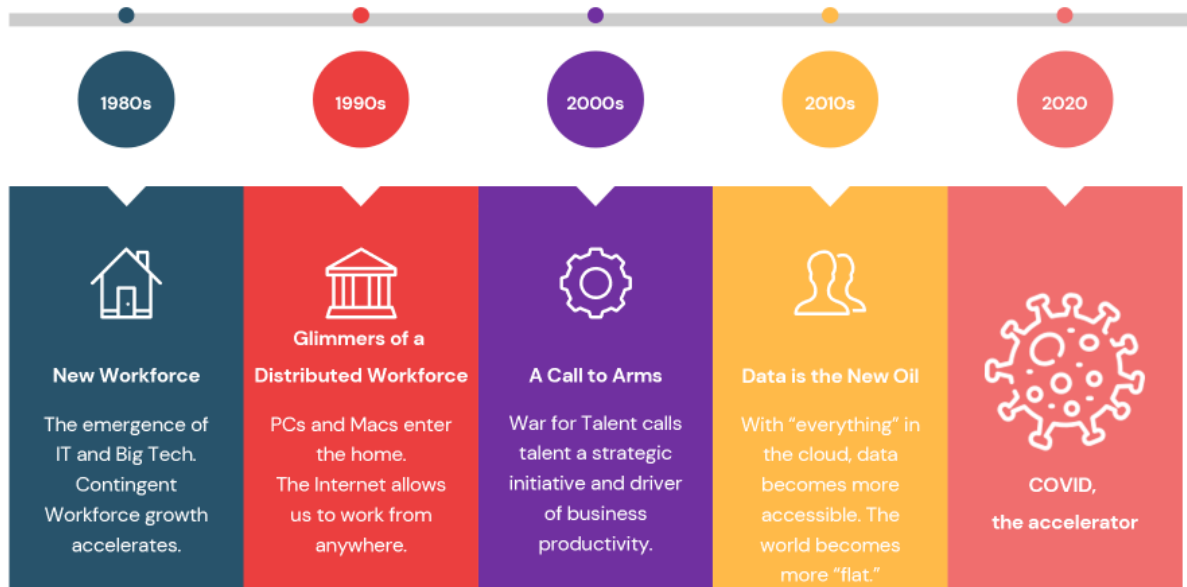
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**Sponsor:**



## Everything they told us since the nineties came true:



Recruiting is changing more rapidly now than ever before. Talent acquisition leaders have implemented innovative new models across their teams, processes, and supporting technology. But this new wave of recruiting and recruiting work tech isn't a new phenomenon or strictly a response to the global COVID-19 pandemic and the new pressures found in its aftermath. It's also the culmination of decades of innovation in both recruiting practice and technology, offering talent acquisition leaders a nexus of opportunity where the possibilities for recruiting teams are now becoming matched by the recruiting work tech available in the market.

### The Signals Were There

- **McKinsey said that there will be an escalating “war for talent.” A shortage of skills or talent is a strategic dilemma and will be the critical driver of corporate performance.**
- **Thomas Friedman told us that the Internet would make the world flatter. Companies of all sizes will compete around the globe for business and talent.**
- **As computers extended from the office to the home, Steve Jobs and Bill Gates told us that people would increasingly work from anywhere as technology scales.**
- **Clive Humby told us that data is the new oil.**
- **The US Bureau of Labor Statistics told us that the independent workforce would continue to emerge, with freelancers and contractors becoming an increasing percentage of our workforce.**

We evolved slowly, pausing after the dot com bubble burst, then after the financial crisis of 2008. The following twelve years of global economic growth was capped with a global pandemic that accelerated almost every technical transformation in process while simultaneously exacerbating every cultural, demographic, and societal challenge that we were wrestling with in the workplace.

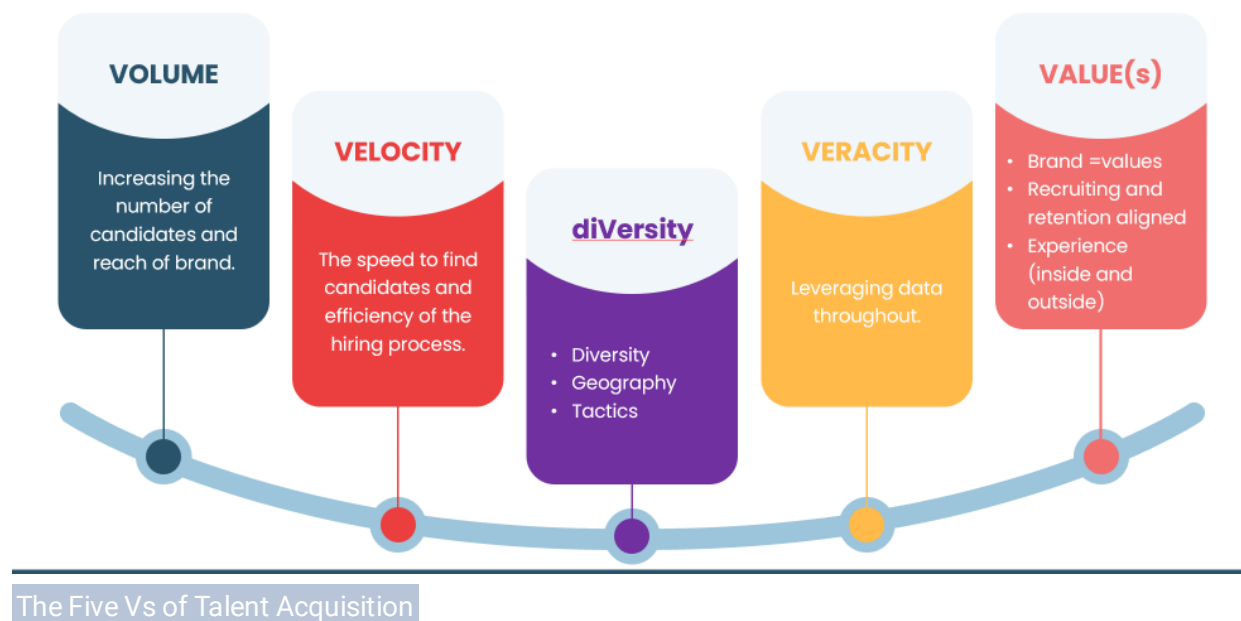
To understand the changes made by talent acquisition leaders, WorkTech surveyed 1022 talent leaders in companies with more than 1,000 employees, and interviewed dozens of talent leaders and industry experts, to understand what changes to recruiting models and processes are most impactful and which technology is becoming imperative in the modern recruiting tech stack.

The result is a glimpse of where modern enterprise recruiting is today, where it's immediately headed, and where it's going taking into account the market uncertainty businesses are facing.

## Talent Acquisition's New Priorities

Five themes emerged from the research.

To understand why new models for recruiting team skills, process, workflows, and technologies have been adopted we start with the priorities currently driving talent acquisition.



## Volume

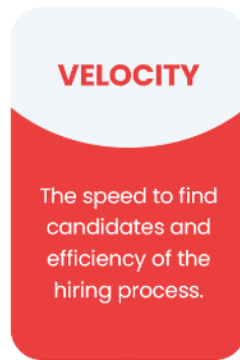


The sheer volume of candidates entering the “recruiting funnel” remains a priority to recruiting leaders everywhere. A tight job market with far more jobs available than the talent available to fill them combined with an economy that is driving up wages creates more than just a scarcity of talent. Talent acquisition leaders find themselves needing more candidate leads entering the pipeline as conversion metrics have doubled or even tripled for some.

*Through 2020 and 2021 our candidate conversion metrics took a major hit. We find ourselves needing not only the right candidates but more of them in order to plan for hiring success. Our candidate conversion metrics at almost all stages have more than doubled.*

— \*Talent Acquisition leader in a high growth B2B tech firm

## Velocity



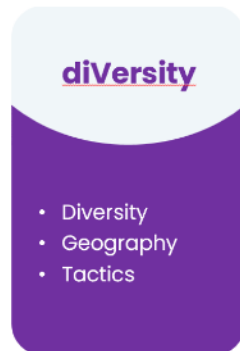
**89%**  
**LIST THE NEED TO**  
**FIND CANDIDATES AND**  
**HIRE FASTER**  
**AS**  
**A TOP PRIORITY**

Speed matters. At all stages of the recruiting process, speed is also paramount. Sourcing/finding candidates, initial candidate engagement, and moving candidates quickly through the hiring process to offer and acceptance can be the difference maker for an employer's ability to hire, even when pursuing candidates with a high level of interest.

*Candidates are in the driver's seat. Any delay in the process, or extension of the process itself puts our ability to make a hire at great risk. Whether we're hiring for our retail floor or our back-office operations.*

— Talent Acquisition leader in a large consumer retail organization

## diVersity



**75%**  
**LIST THE NEED FOR  
 DIVERSE CANDIDATES  
 AS  
 A TOP PRIORITY**

Diversity presents itself in several ways throughout the research. Talent acquisition has rightly focused on mitigating bias in the selection and interview processes. Increased focus on diversity combined with new models for distributed work and the emerging focus on skills-based hiring has resulted in opportunities for talent acquisition teams to broaden their efforts to include diversification of sources, geographies, and sourcing tactics to increase the diversity of the candidate pool.

- **Variety of sources: Recruiting leaders are looking to “cast a wider net” while thinking outside of the box for new sources of candidates – meeting them where they are. Employers are leveraging new technologies to help increase “reach.”**
- **Diversity, Equity, and Inclusion: While new sources help with candidate volume, their effectiveness is increasingly dependent on offering a more diverse candidate pool. Once engaged, the hiring process must also provide tools and guidance to help mitigate bias in the selection process.**
- **Geography: The rapid adoption of remote and distributed work has opened up new locations, sometimes globally, for recruiters to source and engage talent.**

*We find ourselves recruiting in new places, using sources we haven’t tried before. We aren’t just looking for new candidates but the most qualified AND the most diverse.*

— Talent Acquisition leader in a high growth global logistics firm

## Veracity



**63%**  
**LIST THE NEED FOR**  
**QUALITY DATA**  
**AS**  
**A TOP PRIORITY**

Data matters more than ever. While volume, velocity, and diversity are lead talent acquisition priorities, it's all for naught without quality data accessible at every step of the process. The modern recruiting organization leverages a tech stack of core platforms for recruitment marketing and core hiring workflow. These platforms are surrounded by targeted technology applications throughout the process. These systems depend on accessible data in order to deliver insights, guidance, and automation triggers that help talent acquisition teams make strategic and tactical decisions in real-time based on what's happening in the hiring market and their pipeline today.

***We won't even consider tech that doesn't provide valuable embedded analytics that our recruitment ops team can leverage for our decision support.***

*— Talent Acquisition leader in a healthcare organization experiencing hyper-growth*

## Values



**59%**  
**LIST THE NEED TO  
IMPROVE BRAND AND  
EXPERIENCE  
AS  
A TOP PRIORITY**

Recruitment marketing is no longer a “nice to have.” The strategic need to reflect your brand and values to the market in a way that doesn’t just differentiate the culture but moves candidates to apply that align with your values is the foundation for establishing a quality of hire metric. Establishing this alignment during the widest part of the “hiring funnel” then allows an employer to correlate recruiting funnel metrics with retention metrics.

*Skills are really table stakes for us in recruiting and retention. We can train and upskill on specific skills. What attracts the best employees and the reason they stay is their alignment to our culture.*

— Talent Acquisition leader in a global last mile logistics firm



## Introducing the New Recruiter(s)



As talent acquisition priorities have evolved, so too have recruiters' skills and roles. To keep up with the global hiring market's transformation, companies have been asking a lot of their recruiters. The pressure to find more candidates and hire them faster while simultaneously increasing diversity has expanded the recruiter's job description. Recruiters were long looked at as equal parts talent sourcer, relationship builder, process manager, and deal closer. Recruiters today must bring a varying skillset that aligns with the talent acquisition's new priorities:

- **The brander:** Aligning employer brand with values and culture, then selecting the sources that deliver needed results.
- **The technologist:** Leveraging automation throughout the process: Job advertising, engagement, screening, matching, selection. Goal: eliminate admin tasks.
- **The diversity specialist:** Aligning skills needed and open jobs with a diverse slate of geographies, sources, and tactics that minimize inherent biases.
- **The data analyst:** Leverages data to improve. Types: Labor market, real time compensation, recruitment ad/marketing, hiring funnel insights, and more.
- **The marketer:** Crafting the candidate and hiring team experiences with a process that captures data to learn and iterate.

# The New Talent Acquisition Organization

While in smaller companies, the evolving roles of the recruiters represent the myriad of “hats they wear” depending on the task at hand, in larger companies building for scale our research uncovered the following specialist roles that have evolved to make up the new talent acquisition organization.



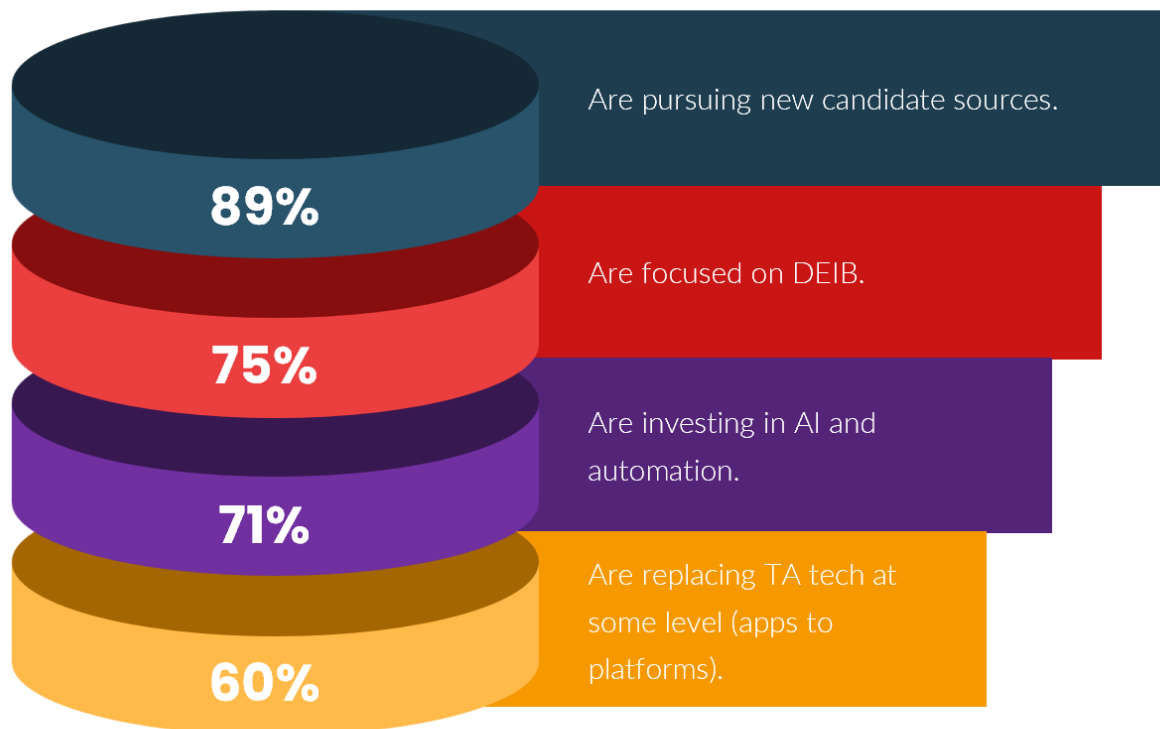
## New TA Org Standouts

- **For companies focused on retention and having a large scale employee headcount, the Internal Mobility Specialist has emerged as the primary recruiting liaison between new hiring and internal mobility.**
- **What used to be considered “campus recruiting,” the annual drive to hire entry-level employees from universities of choice, has emerged into a perennial effort. However, the focus has extended to candidate with 0 to 3 years of experience, and Early Career Recruiters are spearheading the efforts to attract and hire this cohort.**
- **Digital Content Specialists have emerged to support the TA leader’s increasing focus on recruitment branding and marketing. As recruiting campaigns are increasingly specialized and targeting different segments of the workforce and stages of candidate engagement, more focused content is required to support the efforts.**

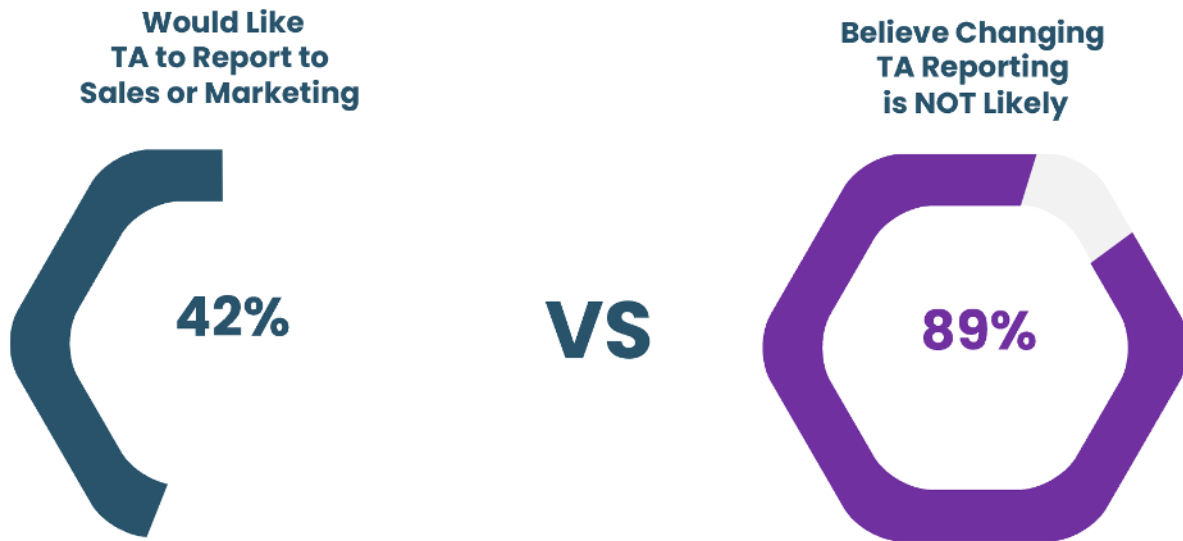
## Strategies That Deliver Results

The new Talent Acquisition Organization brings with it the capabilities to implement new strategies for attracting and hiring the best employees. We asked employers to comment on several strategies in today's recruiting zeitgeist.

The four strategies most commonly stated align with the previously identified priorities of volume, velocity, diversity, veracity, and values.



## Should Recruiting be Tied To Revenue?

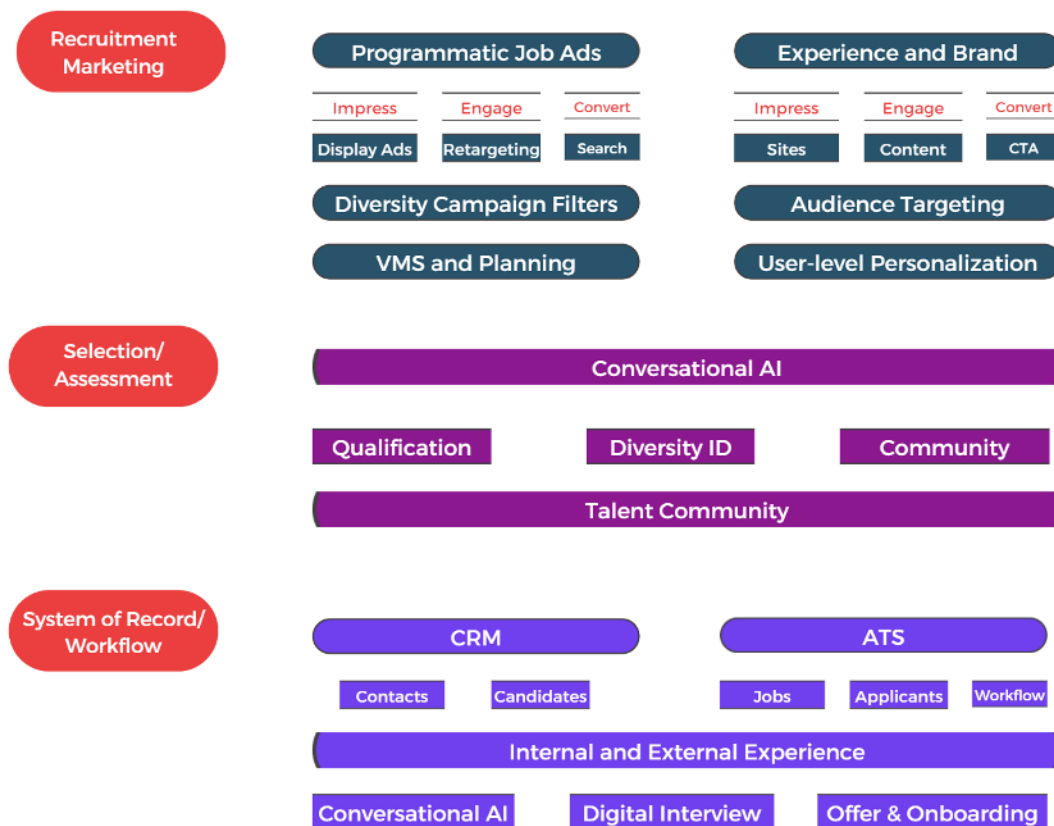


There is a long-time debate in the field of corporate talent acquisition with one side passionately arguing that recruiting should be moved out from under Human Resources and into departments with a tie to revenue. Marketing and Sales are normally the departments cited. Our research showed that while these arguments are provocative, most talent acquisition leaders disagree with this move, and even more question its probability. Because talent acquisition supports the entire organization and not solely the revenue generating departments, we see this signal as a clear end to this debate.

# The Modern Talent Acquisition Tech Stack

To enable modern strategies a modern tech stack is required. The modern talent acquisition tech stack provides a seamless flow of data across applications and leverages automation and behavioral economics to improve:

- **Recruiting results**
- **Candidate experience**
- **Hiring team experience**
- **Quality of hire**
- **Retention**



## Looking Forward

Talent acquisition, its organizational structure, and the professionals within it will continue to evolve as fast as the transformations taking place across the global economy. New technologies are evolving faster than ever before, making it possible to deliver against previously aspirational goals. It's clear to us that in order to continue to evolve the function, talent acquisition, like its peers in HR, will need to focus on building clear business cases in support of the programs, processes, and technologies.

Whether you're trying to define the business value of your existing Talent Acquisition programs and system(s) or predict that of a new program or technology you're yet to

implement, it's critical to align with the four critical elements of structure, business strategies, solution correlation, and measured success.

As you consider the roles within your talent acquisition teams and a new modern structure, remember that one size does not fit all. Each recruiter may have or develop a unique focus in small, lean environments that add to the overall strategy. In larger teams with the benefit of more infrastructure, there may be the opportunity to partner with recruiting Operations, Marketing, or other departments to bring in the expertise needed to address the new demands on talent acquisition.



### STRUCTURE

A good business case starts with an executive summary of the business goals



### STRATEGIES

Align TA strategies with the business' goals and desired outcomes



### SOLUTIONS

Correlate TA's efforts with a contribution to revenue growth, brand, and other initiatives.



### SUCCESS

DEMONSTRATE your value with ROI

# WorkTech

## About WorkTech

WorkTech is the source of truth for industry data on emerging HR tech innovation. WorkTech provides market analysis, advisory services, and data-driven research and insights on the future of work and emerging technology that supports it. For more information on WorkTech or to read about the latest deals in work technology, visit [www.1worktech.com](http://www.1worktech.com) or follow on Twitter, LinkedIn, or Facebook.



## About PandoLogic

PandoLogic is the leading recruitment marketing and conversational AI platform in North America. Serving the world's most recognizable brands, PandoLogic utilizes advanced AI technology to transform the future of recruiting. PandoLogic's flagship product, pandolQ, is an AI-enabled talent acquisition platform that empowers employers to reach the right candidates on the right sites for the right price. Making more than 7,000 micro-decisions per minute, pandolQ automates and optimizes the complexities of job placements at scale and precision levels previously unattainable. PandoLogic is a wholly-owned subsidiary of Veritone, Inc. (NASDAQ: [VERI](#)), a leader in enterprise artificial intelligence. To learn more, visit [Pandologic.com](http://Pandologic.com)