



ERE RECRUITING  
CONFERENCE

APRIL 27-29, 2015 SAN DIEGO, CA

A **BOLD** APPROACH  
TO TALENT ACQUISITION MANAGEMENT & LEADERSHIP

# The State of Talent Acquisition

Rob McIntosh  
Chief Analyst  
ERE Media, Inc.



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#OMGdidyousee that data point from the ERE  
spring2015TA survey it will blow your mind



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spring 2015 TA survey it will blow your mind~~

**#ERE**

## Excellent sample, with 2,500+ respondents

- ✓ Respondents = readers from ERE, TLNT, Fordyce, and SourceCon (including some of you)
  - Talent Acquisition Leaders and Managers
  - Recruiters and Sourcers
  - Staffing, Agency, and RPO
- ✓ Surveys completed the last week of March, 2015

Excellent sample, with 2,500+ respondents

I'm going to  
give you my  
**Opinion**  
as a couple  
of themes  
throughout.

- 1 Recruiter Workload & ~~WFP~~
- 2 What TA Leaders think vs what Recruiters think.
- 3 We are not quite Data Driven.
- 4 Relationship with the Business.

One Person in the survey claiming to be a  
**One person**  
**Recruitment Department**  
in a company employing more than  
**100,000** people

Fun Fact!

.....think you have a hard job



# Corporate Survey Demographics

**46%**

More than  
10+ years  
experience

**65%**

Company  
Growing +  
Adding more  
recruiters in  
2015

**84%**

USA

**15%**

Less than 2  
years  
Experience

**38%**

Talent  
Acquisition  
Leader or  
Manager

**18%**

Full Desk  
Recruiter

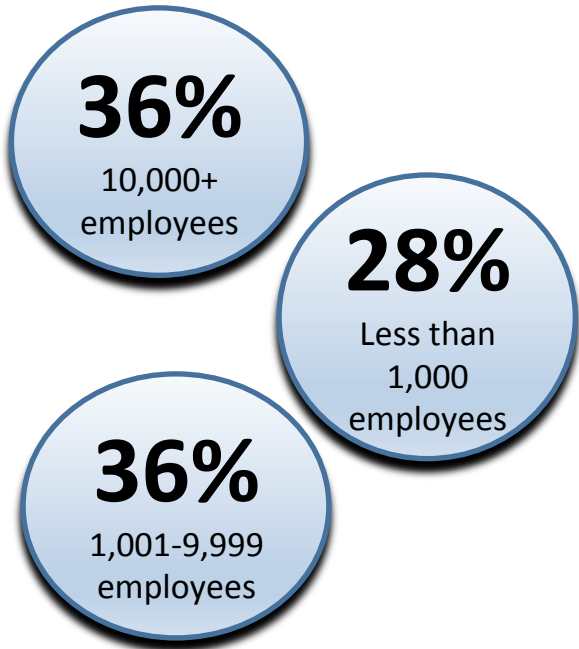
**10%**

Sourcing  
Role

# Corporate Survey Demographics

Software/technology/telecom – Hi Tech	<b>21%</b>
Financial services (Banking, insurance, etc.)	<b>14%</b>
Professional and Business Services	<b>14%</b>
Healthcare/pharmaceuticals/biotech	<b>16%</b>
Retail	<b>10%</b>
Manufacturing/heavy industrial	<b>13%</b>
Transportation	<b>3%</b>
Government/Education/Non-Profit	<b>9%</b>

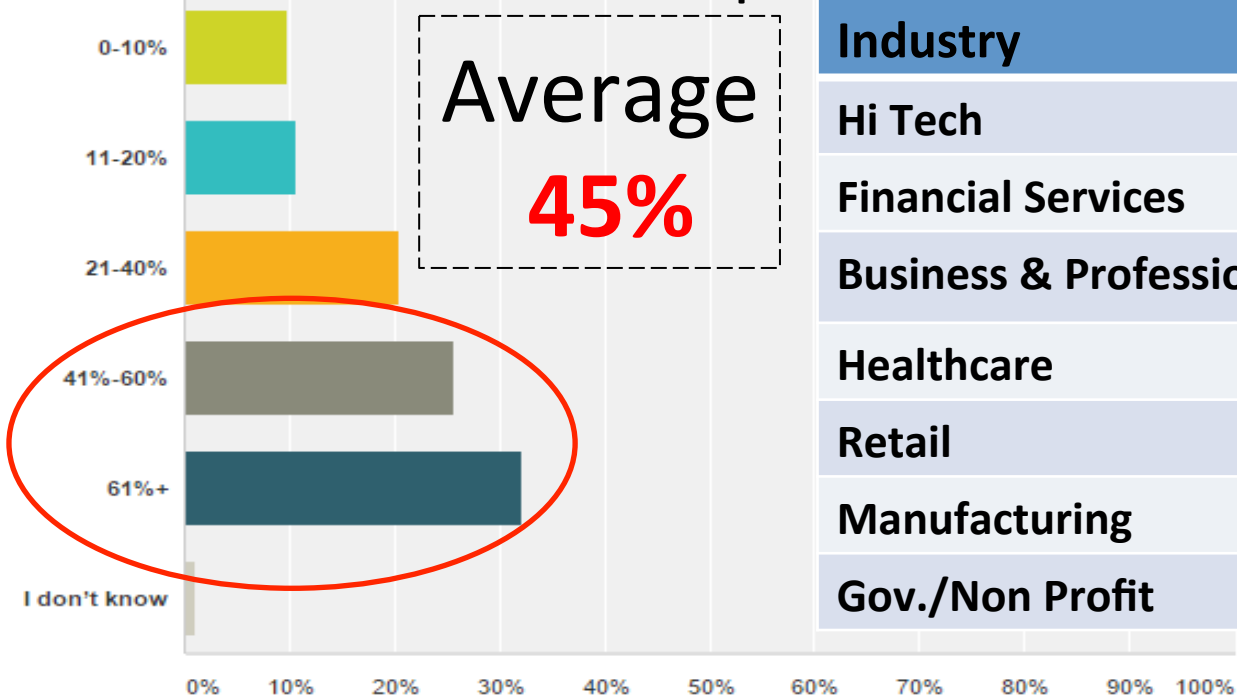
**Good Mix**





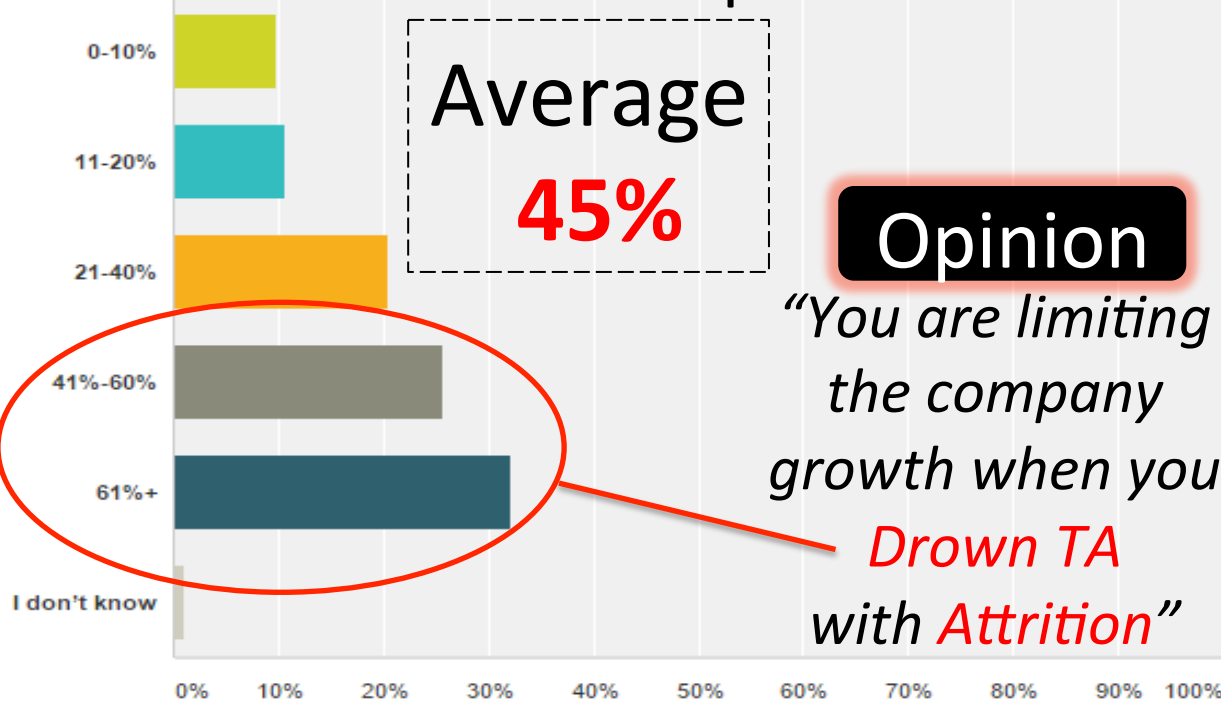


## How much time TA spends on Backfills (Attrition)



Industry	Avg
Hi Tech	↓
Financial Services	↔
Business & Professional Services	↔
Healthcare	↔
Retail	↑
Manufacturing	↔
Gov./Non Profit	↑

## How much time TA spends on Backfills (Attrition)



**Opinion**

*"You are limiting the company growth when you*

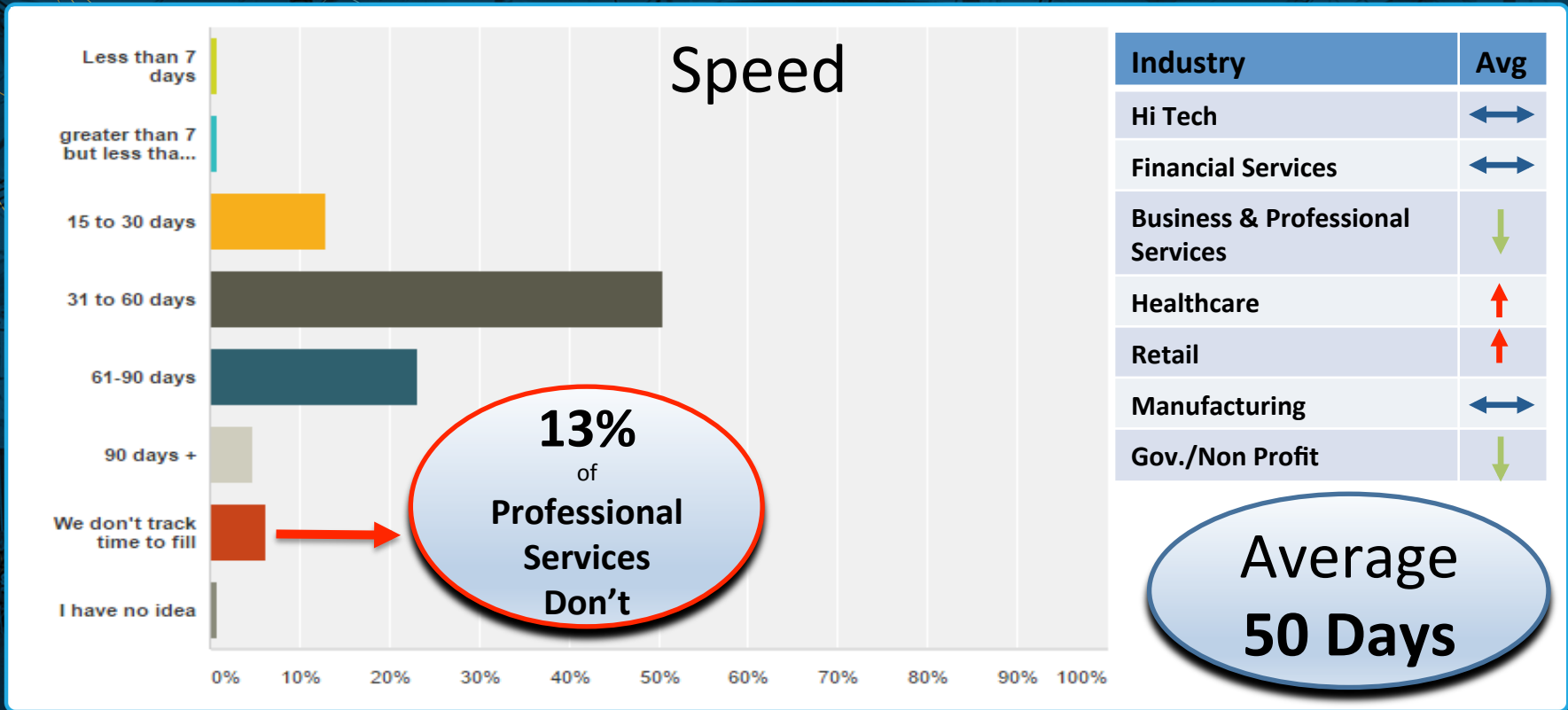
*Drown TA*

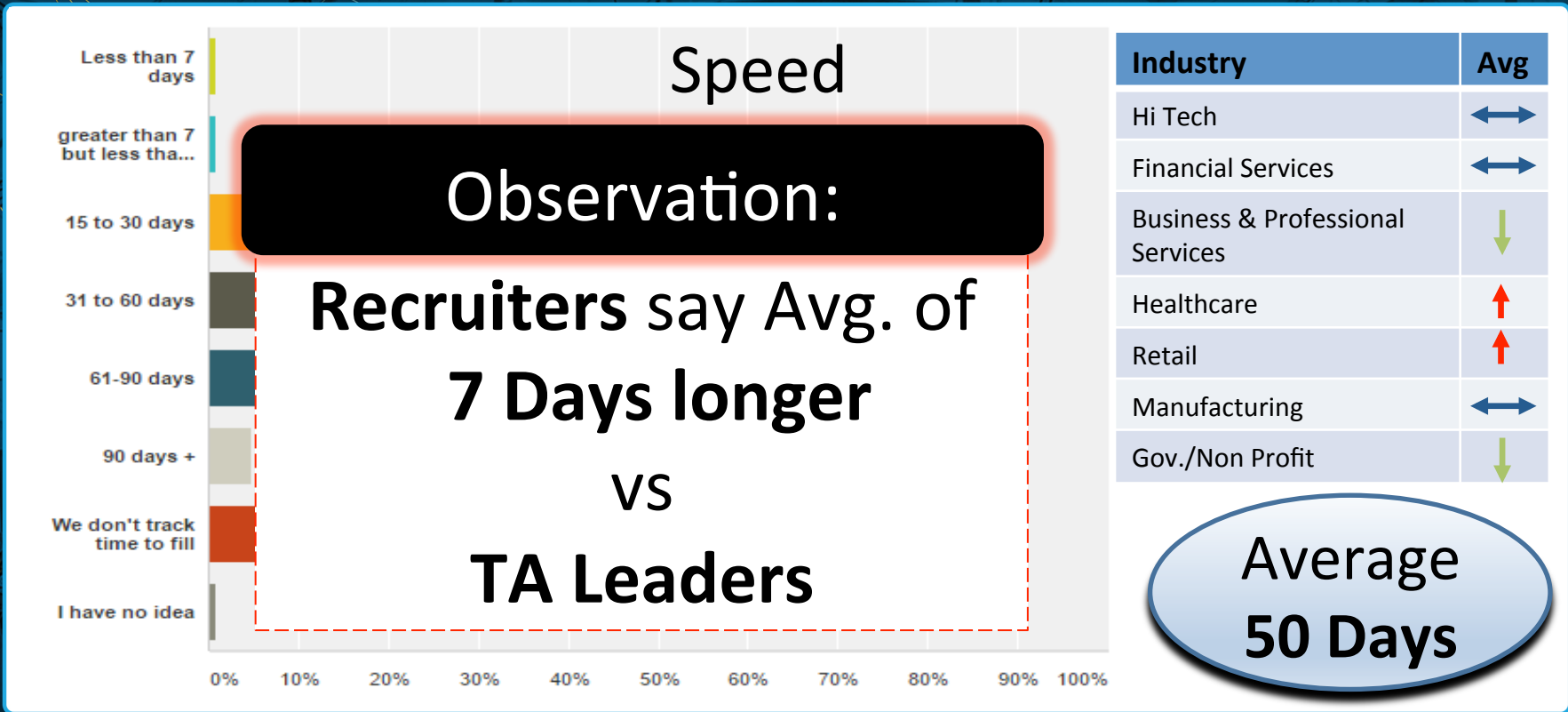
*with Attrition"*

Industry	Avg
Hi Tech	↓
Financial Services	↔
Business & Professional Services	↔
Healthcare	↔
Retail	↑
Manufacturing	↔
Gov./Non Profit	↑

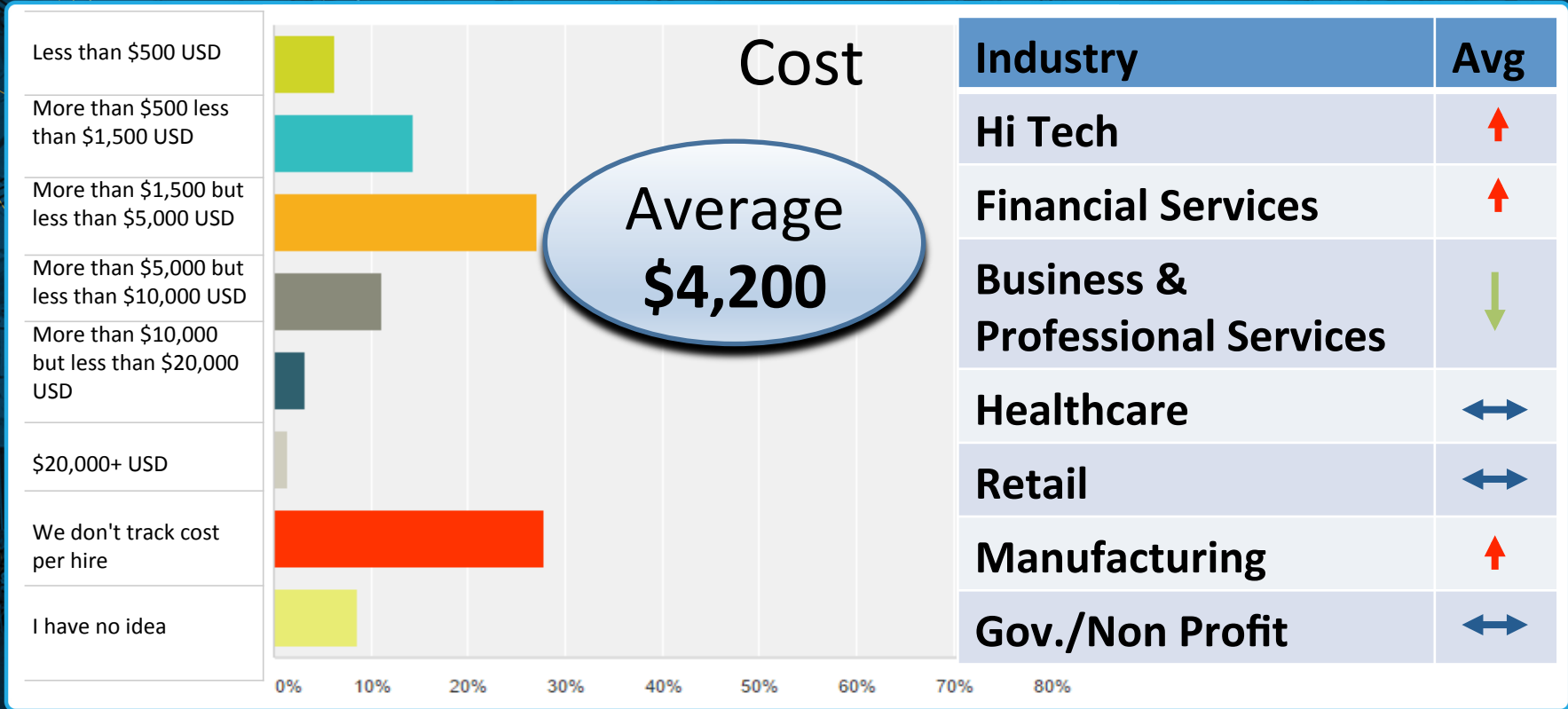


# What TA Leaders Think

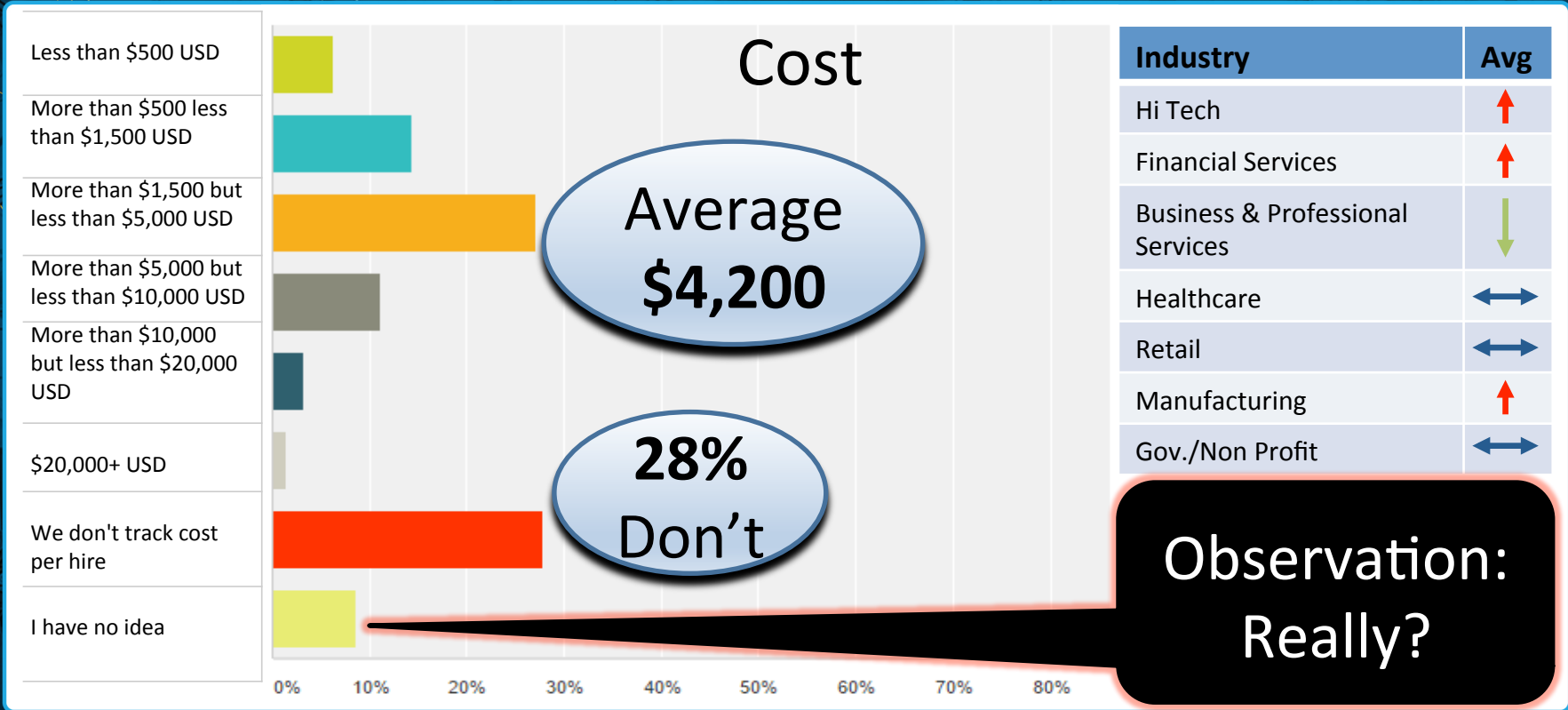




# What TA Leaders Think



# What TA Leaders Think





# What TA Leaders Think

## Data & Analytics

We do  
this  
today

We think we need  
to but are not  
quite sure how,  
why or the value

We see value and  
plan on doing in  
the next 18  
months

We see no  
value and are  
not going to  
adopt



# What TA Leaders Think

Data & Analytics	We do this today	We think we need to but are not quite sure how, why or the value	We see value and plan on doing in the next 18 months	We see no value and are not going to adopt
<b>We currently use an analytics solution</b>	19%	23%	<b>52%</b>	6%

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<b>We have moved beyond basic data reporting</b>	12%	29%	<b>48%</b>	11%

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<b>We have a formal dashboard</b>	31%	16%	<b>43%</b>	10%



# What TA Leaders Think

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<b>We benchmark our KPIs</b>	29%	19%	<b>39%</b>	13%



# What TA Leaders Think

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We have a formal dashboard	31%	16%	<b>43%</b>	10%
We benchmark our KPIs	29%	19%	<b>39%</b>	13%
<b>We have a dedicated resource</b>	26%	26 %	<b>28%</b>	<b>20%</b>

**“Consistent proactive problem solvers”** who are considered strategic consultants and advisors by your business

**“Proactive”** show glimpses and eagerness of being consultative and strategic, but have a way to go.

**“Occasionally proactive”** problem solvers but not strategic, consultative, or considered advisors by your business

**“Reactive”** problem solvers

**“Too transactional”** and too reactionary

What do Talent Leaders and Managers think about their Recruiters as Talent Advisors

# What TA Leaders Think

**“Consistent proactive problem solvers”** who are considered strategic consultants and advisors by your business

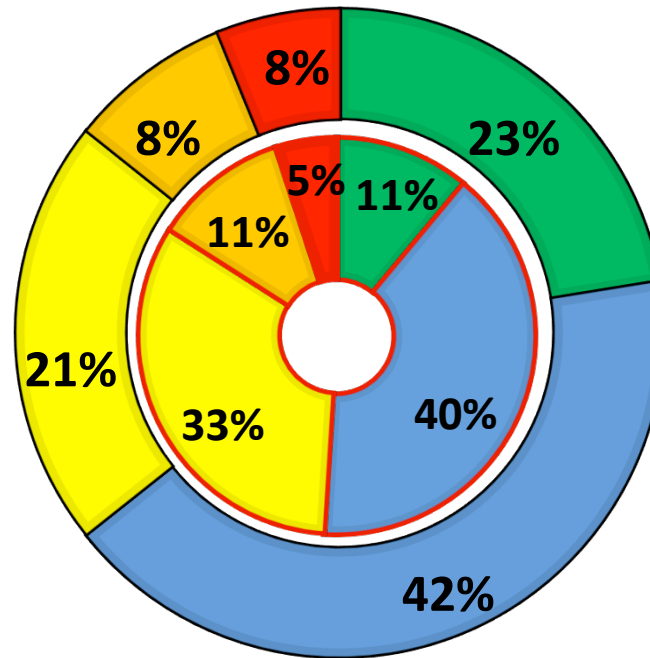
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What do Talent Leaders and Managers think about their Recruiters as Talent Advisors



**Outer Donut =**  
Heads of TA

C to B+

**Inner Donut =**  
TA Managers

**“Consistent proactive problem solvers”** who are considered strategic consultants and advisors by your business

**“Proactive”** show glimpses and eagerness of being consultative and strategic, but have a way to go.

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**“Too transactional”** and too reactionary

What do Talent Leaders and Managers think about their Recruiters as Talent Advisors

Healthcare  
Highest

Retail  
Lowest



**Q: What do you think are the greatest **INHIBITORS** to enabling you/your organization to become more effective at supporting the business meeting its talent objectives?**

**Top 7 list**

Q: What do you think are the greatest **INHIBITORS** to enabling you/your organization to become more effective at supporting the business meeting its talent objectives?

## Top 7 list

### #7 HR Leadership

**Observation:**  
Professional Services  
Industry had  
HR Leadership #2

**Observation:**  
Manufacturing  
Industry had  
HR Leadership #3

Q: What do you think are the greatest **INHIBITORS** to enabling you/your organization to become more effective at supporting the business meeting its talent objectives?

## Top 7 list

#4 Recruiter Talent Advisor Skills

#5 Technology

#6 Recruiter Search Skills

#7 HR Leadership



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# What TA Leaders Think

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Q: What do you think are the greatest **INHIBITORS** to enabling you/your organization to become more effective at supporting the business meeting its talent objectives?

## Top 7 list

- #3 Business Leadership
- #4 Recruiter Talent Advisor Skills
- #5 Technology
- #6 Recruiter Search Skills
- #7 HR Leadership

Q: What do you think are the greatest **INHIBITORS** to enabling you/your organization to become more effective at supporting the business meeting its talent objectives?

## Top 7 list

#2 Too much time on Backfills (Attrition)

#3 Business Leadership

#4 Recruiter Talent Advisor Skills

#5 Technology

#6 Recruiter Search Skills

#7 HR Leadership



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## What TA Leaders Think

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Q: What do you think are the greatest **INHIBITORS** to enabling you/your organization to become more effective at supporting the business meeting its talent objectives?

**#1 Workforce Planning (WFP)**

#2 Too much time on Backfills (Attrition)

#3 Business Leadership

#4 Recruiter Talent Advisor Skills

#5 Technology

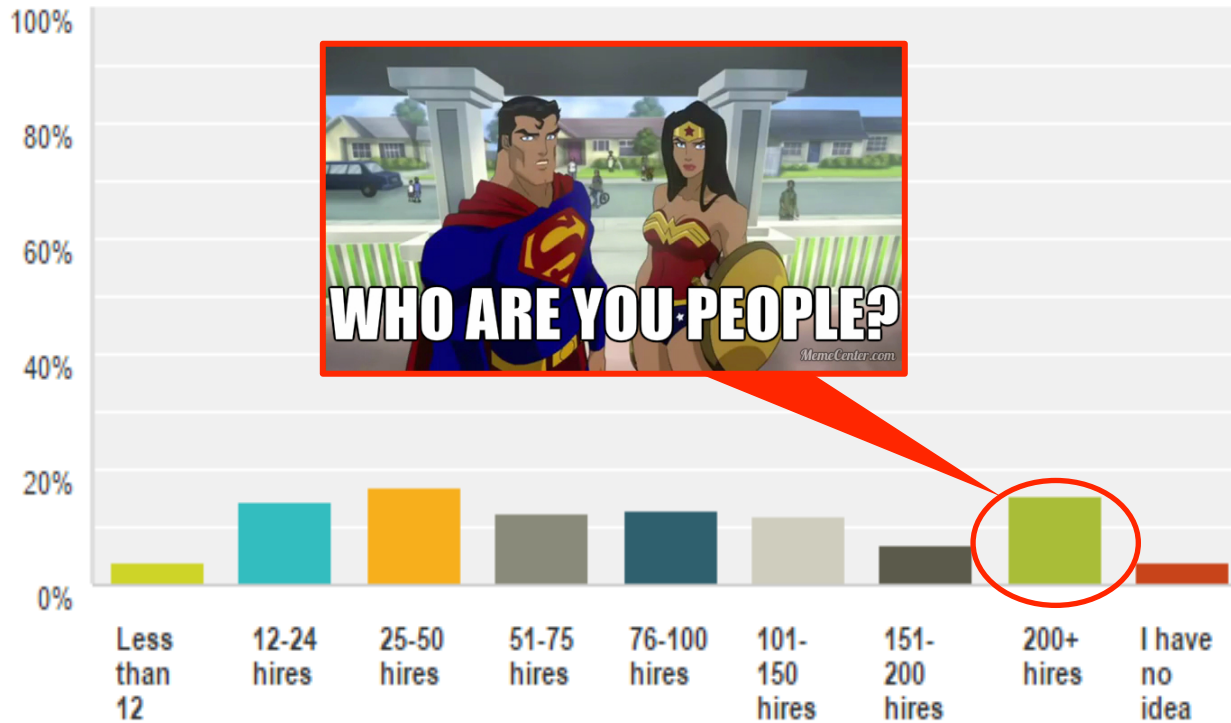
#6 Recruiter Search Skills

#7 HR Leadership

# About Recruiters



# Recruiter Workload

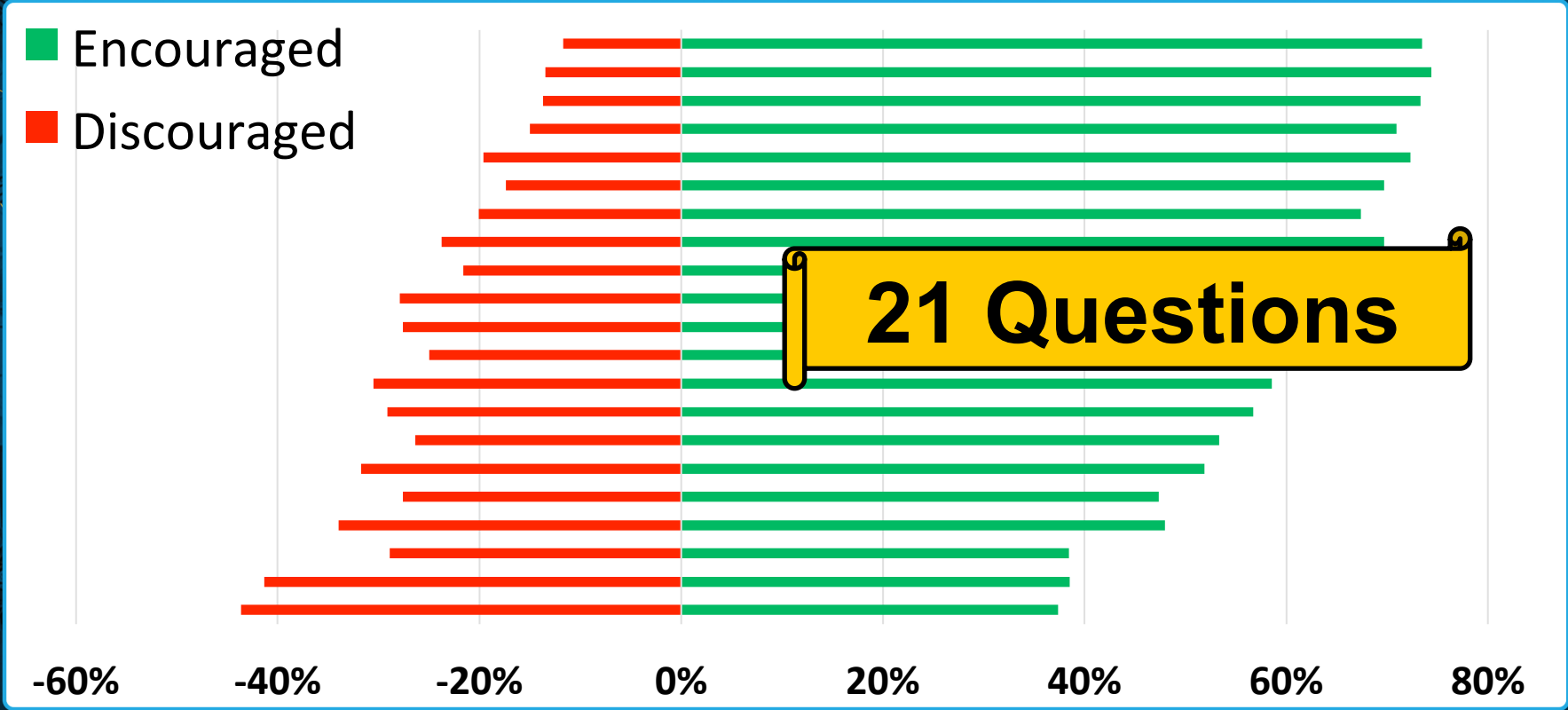


Industry	Avg
Hi Tech	↓
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Gov./Non Profit	↓

Average  
**100**

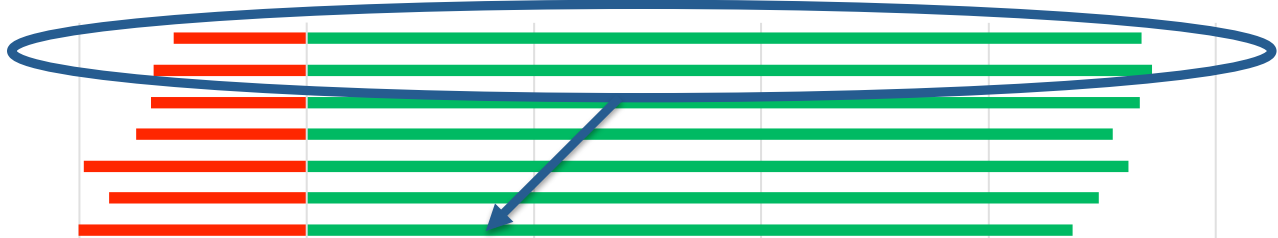


# What Recruiters Think....

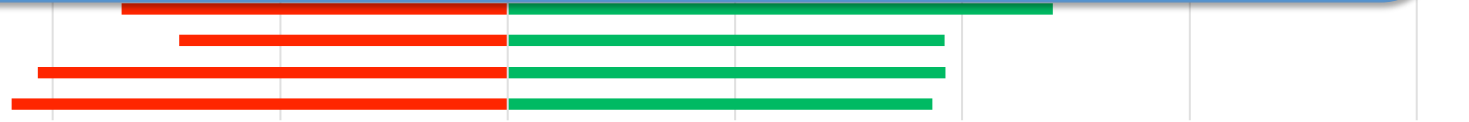


# What Recruiters Think....

■ Encouraged

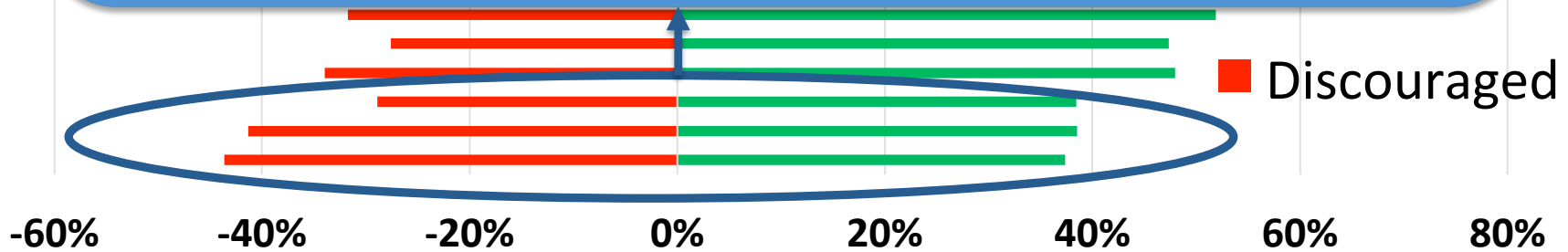


- 1. Capabilities of your peers
- 2. HR Support



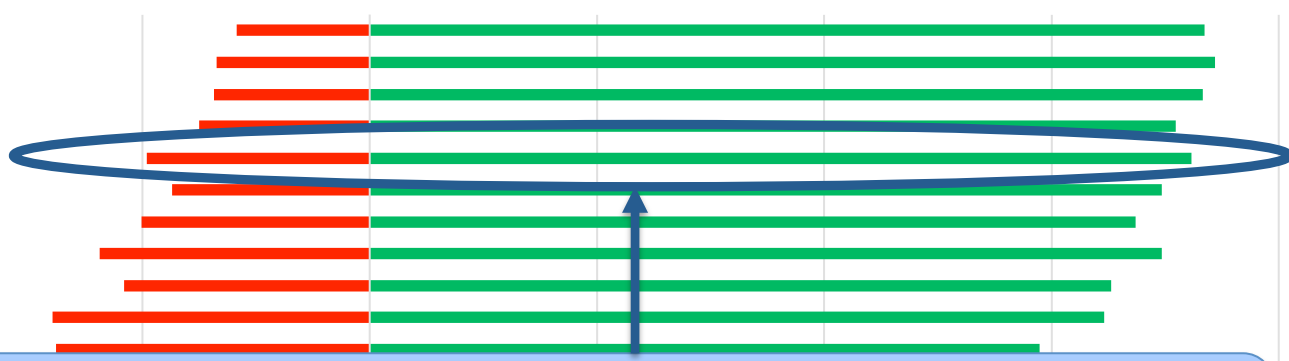
-60%    -40%    -20%    0%    20%    40%    60%    80%

1. HM Openness to non-traditional candidates
2. Workforce Planning (WFP)
3. HM Incentives to meet hiring goals



# What Recruiters Think....

- Encouraged
- Discouraged

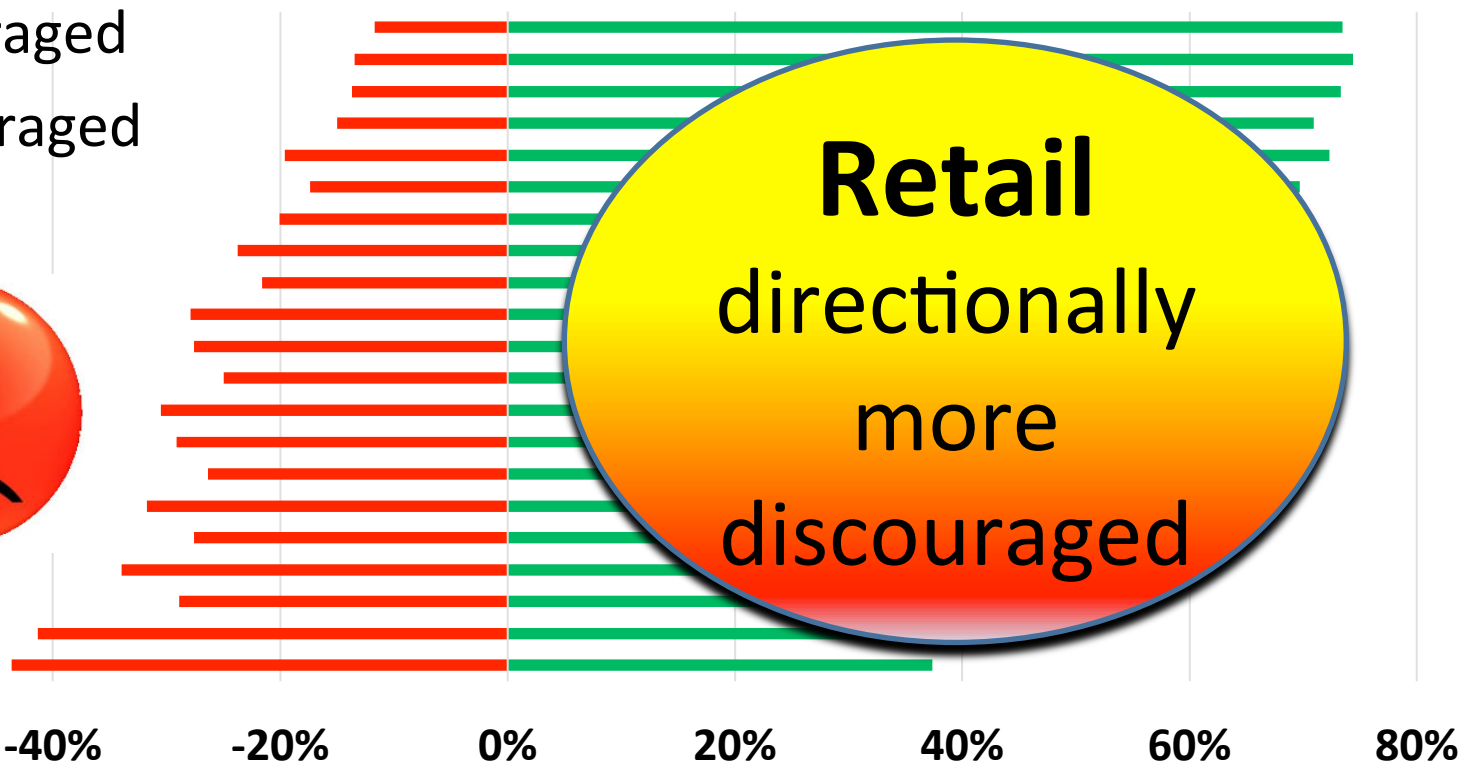


Your Company Employer Brand

-60% -40% -20% 0% 20% 40% 60% 80%

# What Recruiters Think....

- Encouraged
- Discouraged



**Retail**  
directionally  
more  
discouraged

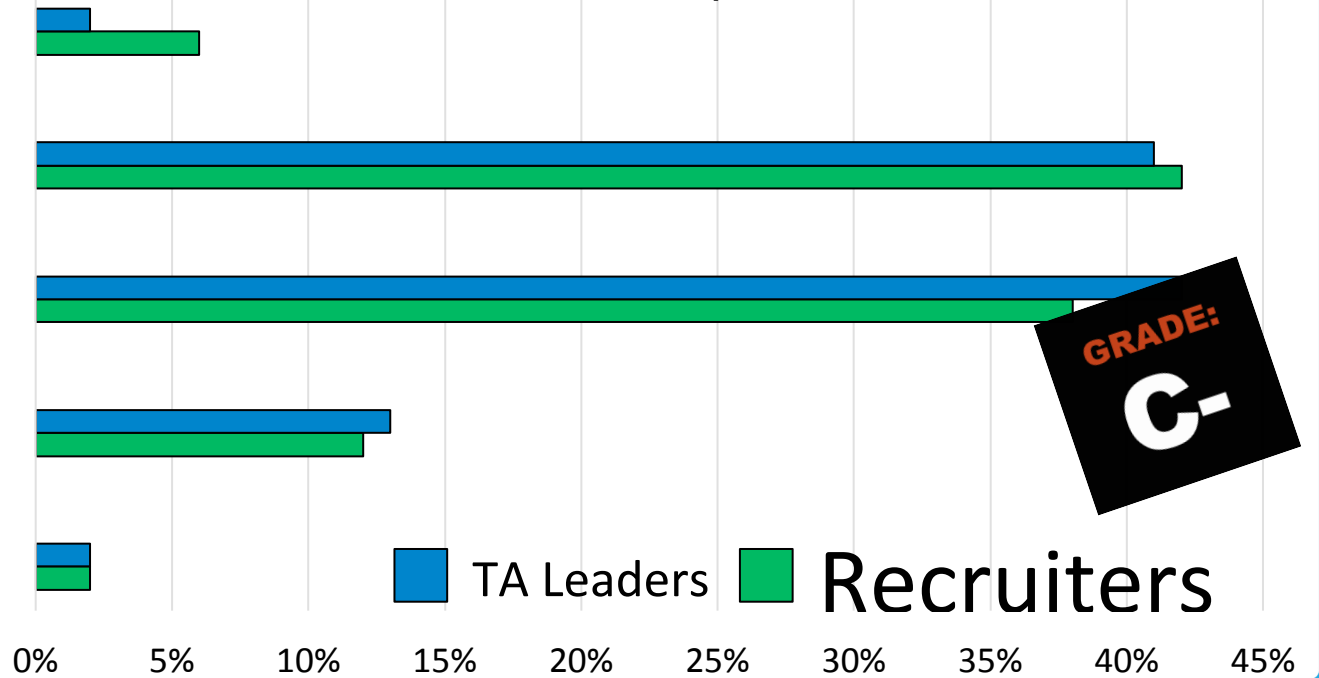
- A World class.** Understand the importance of recruiting and proactively partners to find a better way
- B Pretty solid.** Have a few quirky things that need fixing
- C Meh,** I have seen much better and a lot worse
- D Pretty bad practices** and hard to engage with, but you see some hope
- F Really don't get it or want to.** Run away fast as you can!

Q: How would you grade hiring managers in your company on their **HIRING** capabilities?

# What Recruiters Think....

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Q: How would you grade hiring managers in your company on their HIRING capabilities?

**Observation:**

Software Industry

**18%= A Grade**

Gov/Non Profit

**21%= D Grade**

<b>A</b>	<b>World class.</b> Understand the importance of recruiting and proactively partners to find a better way
<b>B</b>	<b>Pretty solid.</b> Have a few quirky things that need fixing
<b>C</b>	<b>Meh,</b> I have seen much better and a lot worse
<b>D</b>	<b>Pretty bad practices</b> and hard to engage with, but you see some hope
<b>F</b>	<b>Really don't get it or want to.</b> Run away fast as you can!





# About the Industry

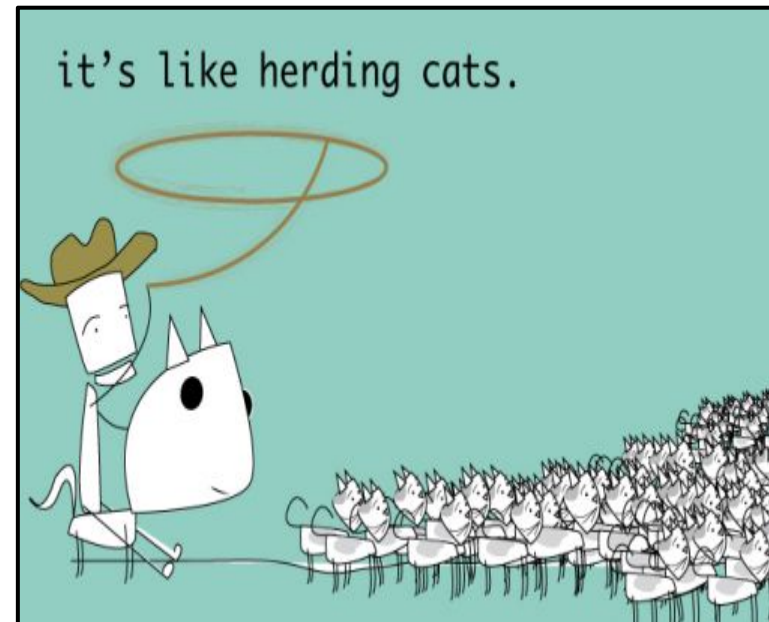
Agency

Corp.  
Recruiters

Corp.  
Sourcers

RPO

Corp.  
Leaders



<b>A</b>	<b>World class,</b> the best and highest-performing team you have worked with. Highly recommended. Business loves recruiting
<b>B</b>	<b>One of the better teams</b> you have worked with. Business is happy most of the time but some room to improve.
<b>C</b>	<b>Meh,</b> You have seen and worked in better teams. Fair amount of noise from the business.
<b>D</b>	The team <b>Does NOT function well</b>
<b>F</b>	<b>Really broken</b>

Q: What grade  
would **YOU** give the  
performance of  
**YOUR** company's  
recruiting  
department?

# About the Industry

**A World class**

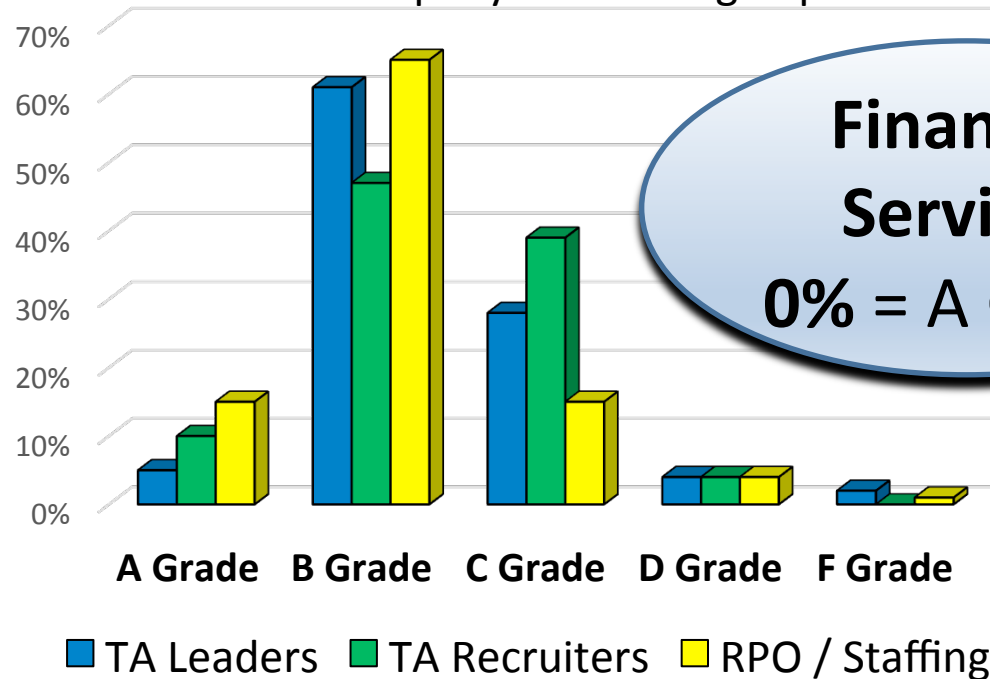
**B One of the better teams**

**C Meh**

**D Does NOT function well**

**F Really broken**

Q: What grade would **YOU** give the performance of **YOUR** company's recruiting department?



# About the Industry

**A World class**

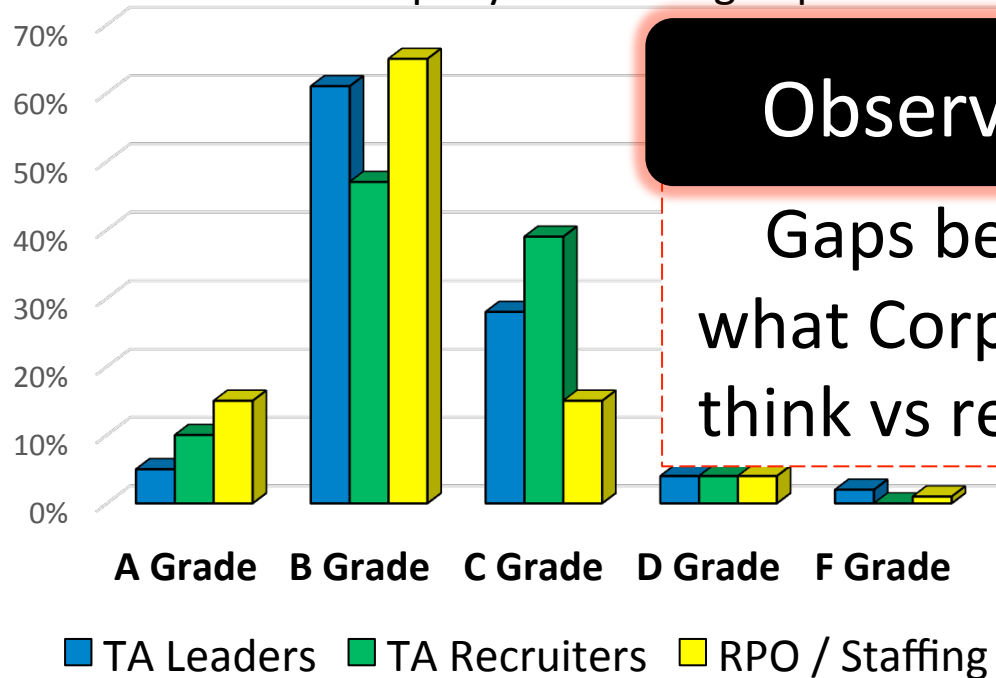
**B One of the better teams**

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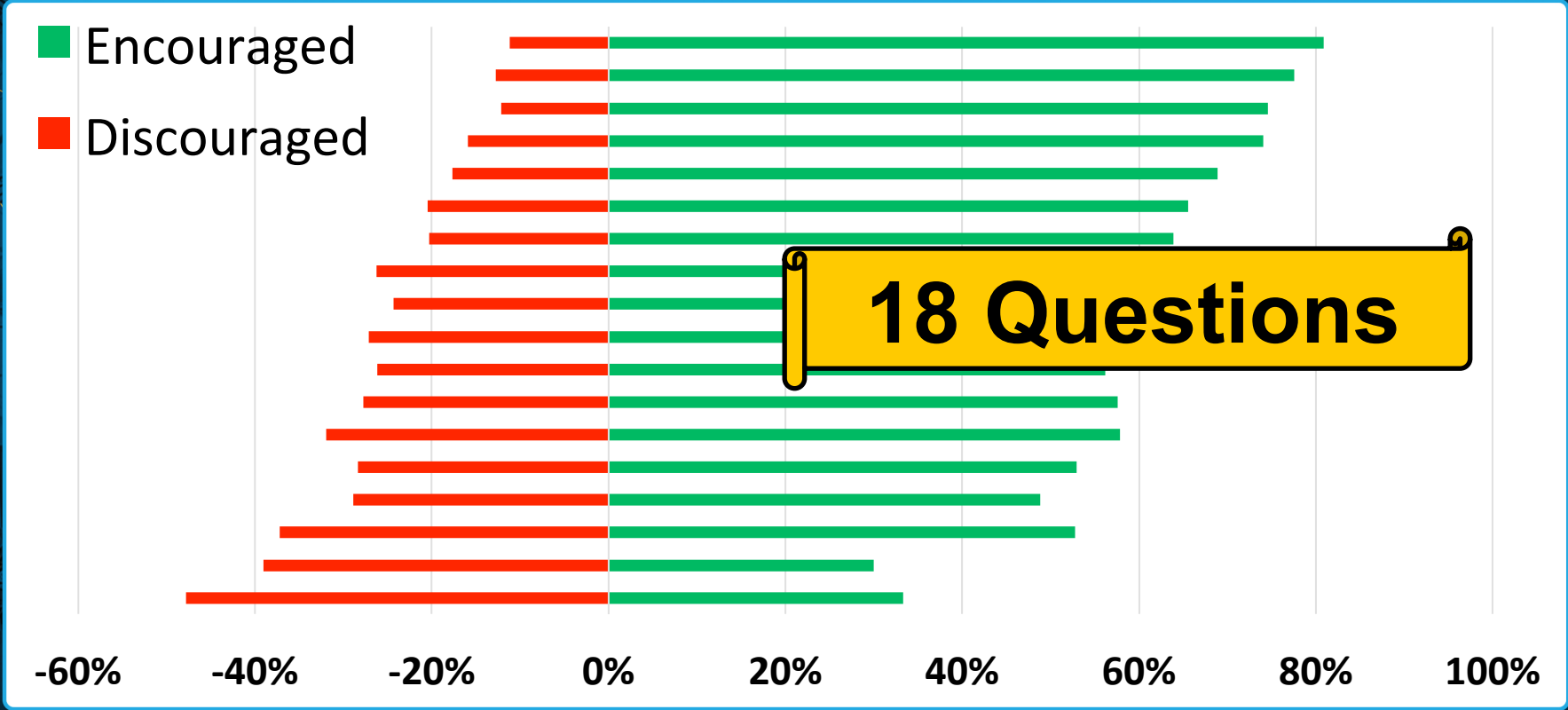
Q: What grade would **YOU** give the performance of **YOUR** company's recruiting department?



**Observation:**

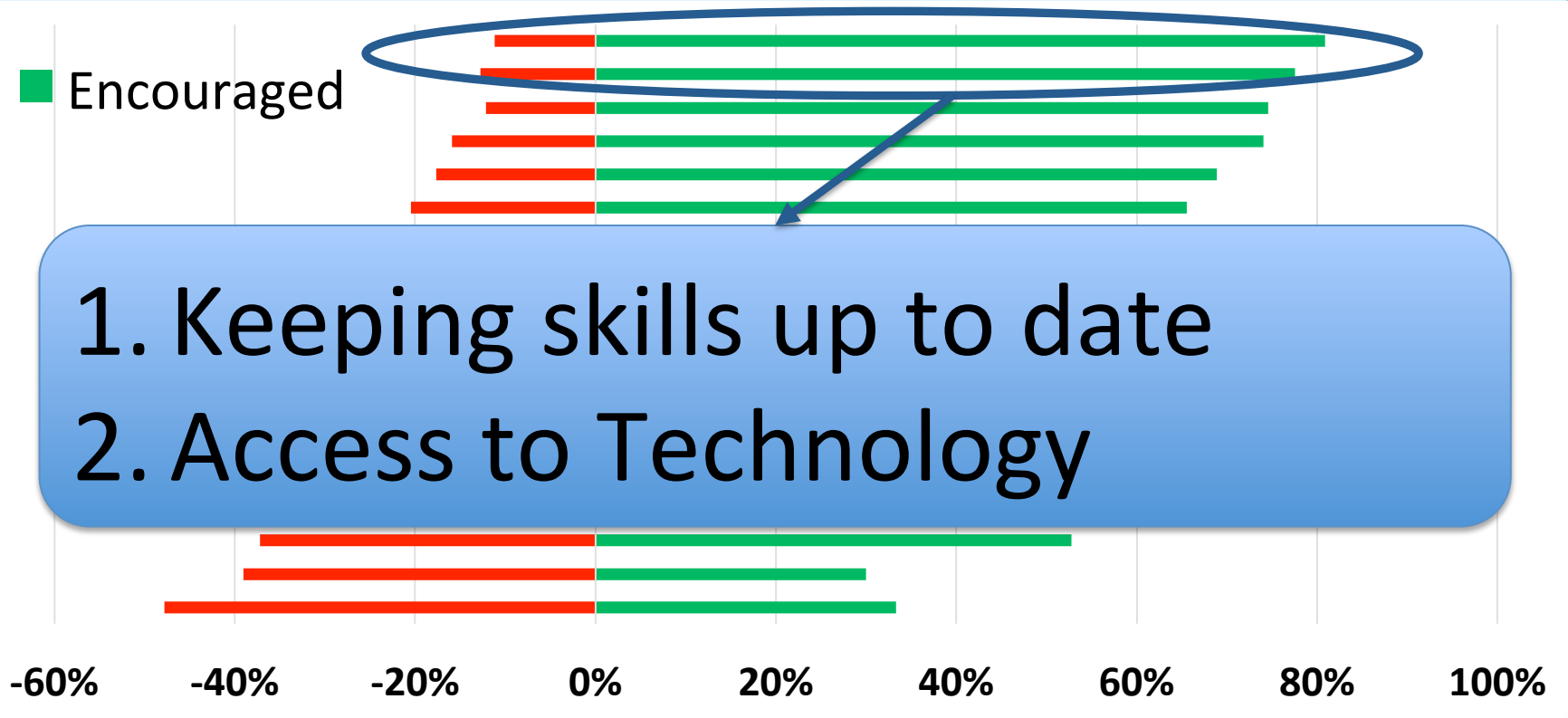
Gaps between what Corp. leaders think vs recruiters!

# What Staffing Vendors & Agencies think about working with their customers....



# What Staffing Vendors & Agencies think about working with their customers....

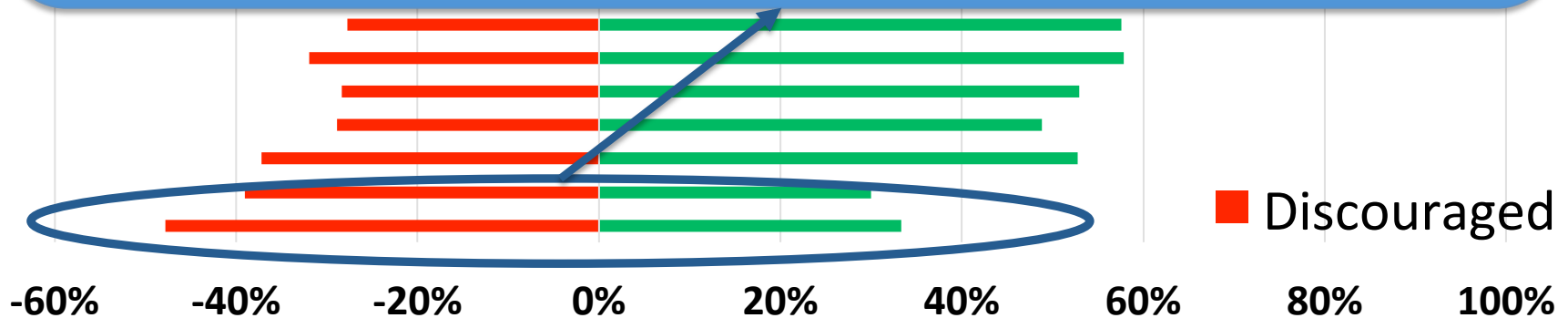
■ Encouraged



- 1. Keeping skills up to date
- 2. Access to Technology

# What Staffing Vendors & Agencies think about working with their customers....

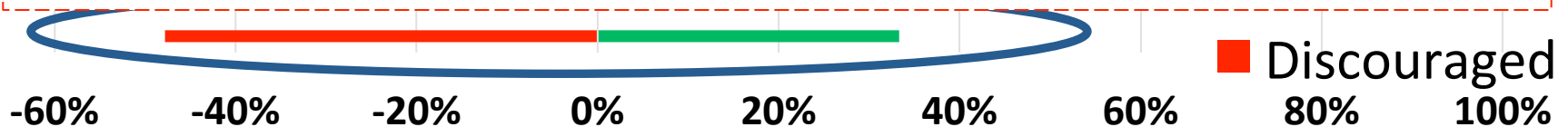
1. HM Openness to non-traditional candidates
2. Customer Workforce Planning (WFP)



## Observation:

You and your Agency/RPO Staffing brethren  
are one the same page with:

- 1. Workforce Planning**
- 2. Hiring Managers not willing to look outside  
the box!**







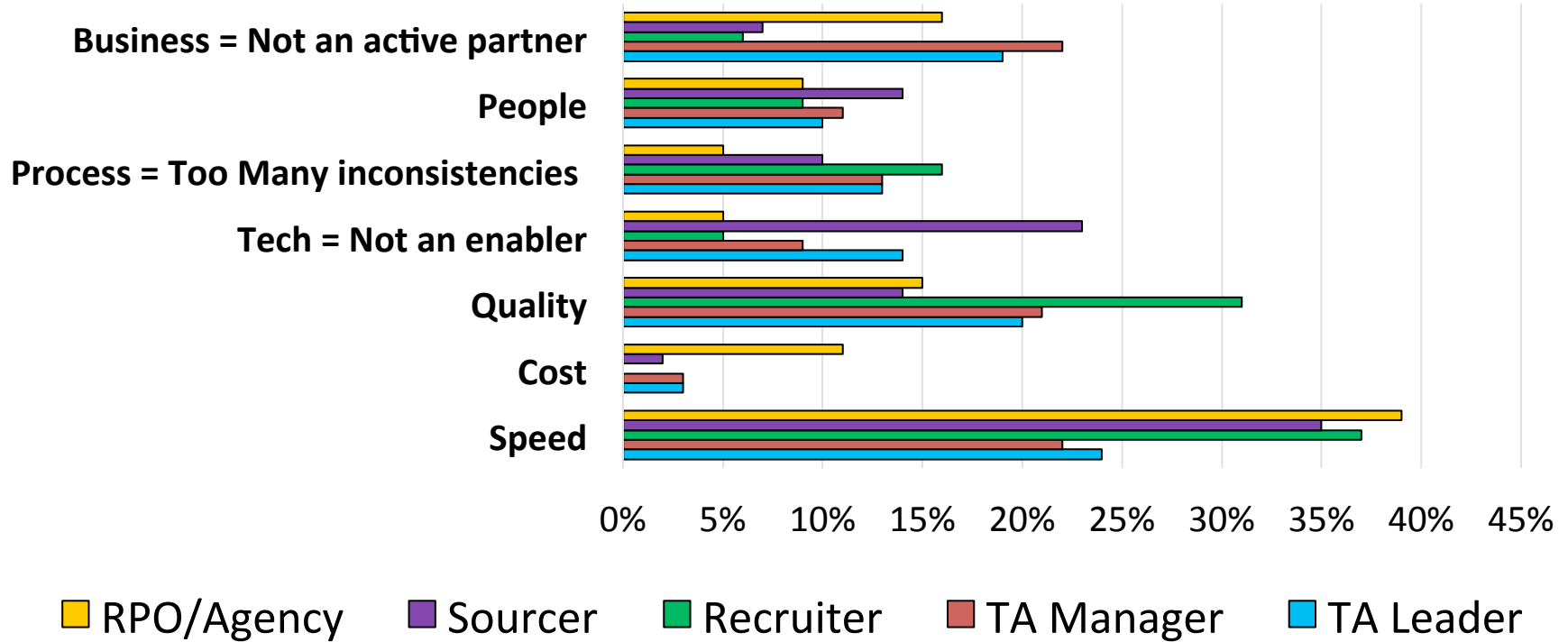
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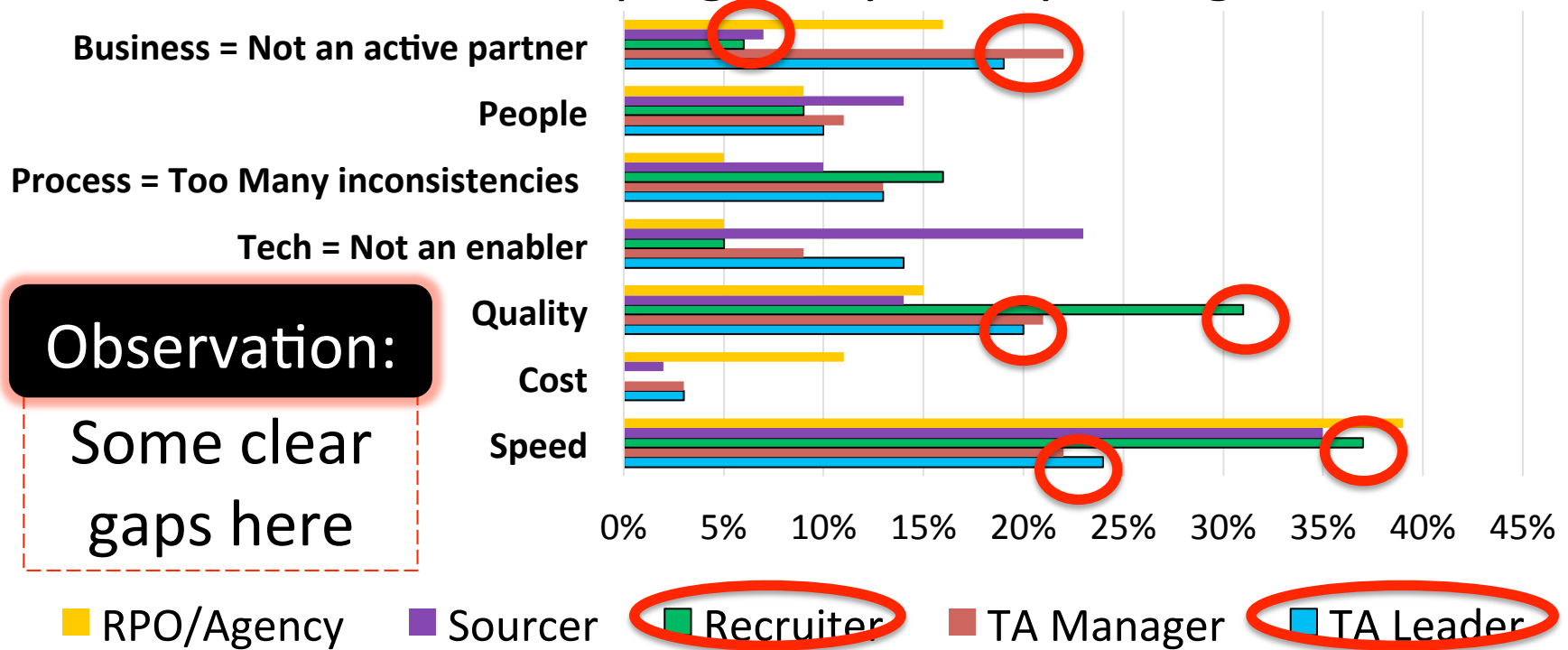
# Challenges, Opportunities and The Road Ahead



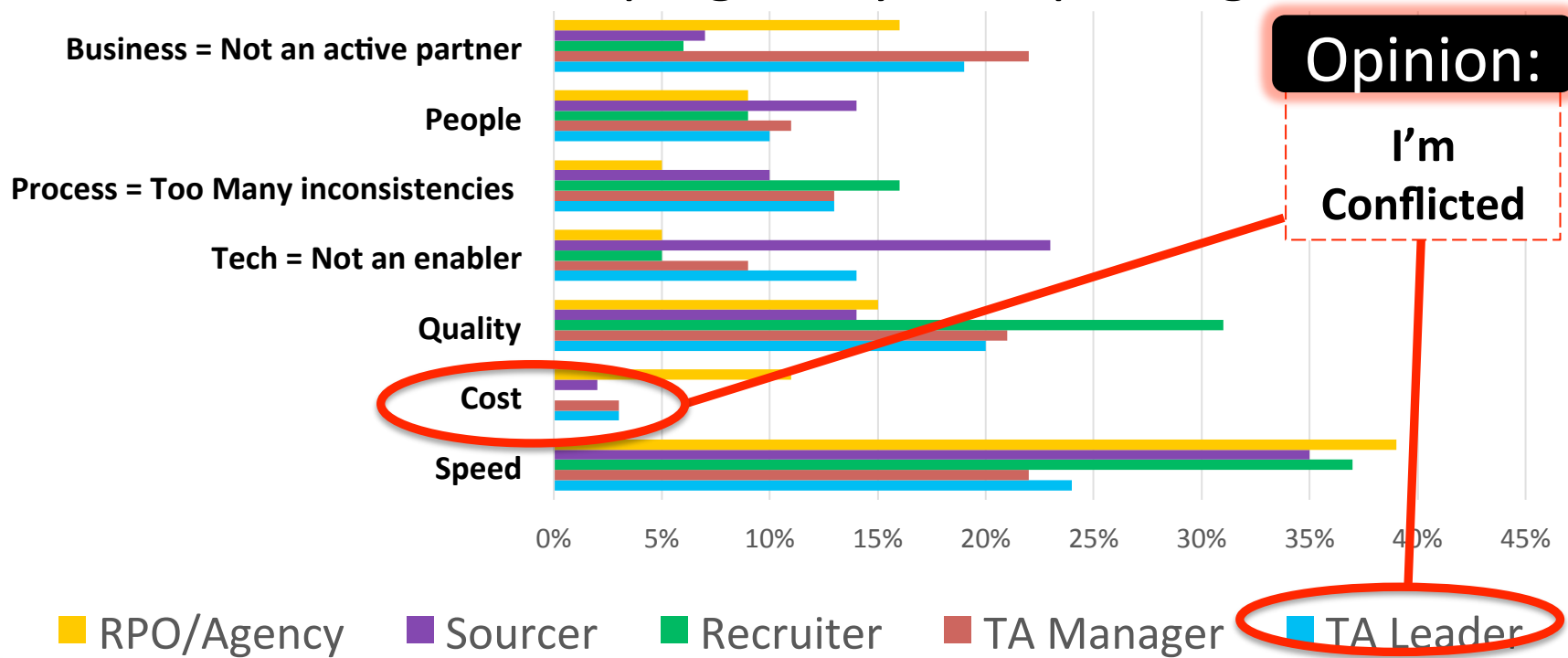
## What's keeping everyone up at night?



# What's keeping everyone up at night?



# What's keeping everyone up at night?



**Opinion:**  
I'm Conflicted

1

# What's keeping everyone up at night?

Business = Not an active partner



2

Inhibitor = #3 Business Leadership

**Observation:**

A Strong theme is building here!

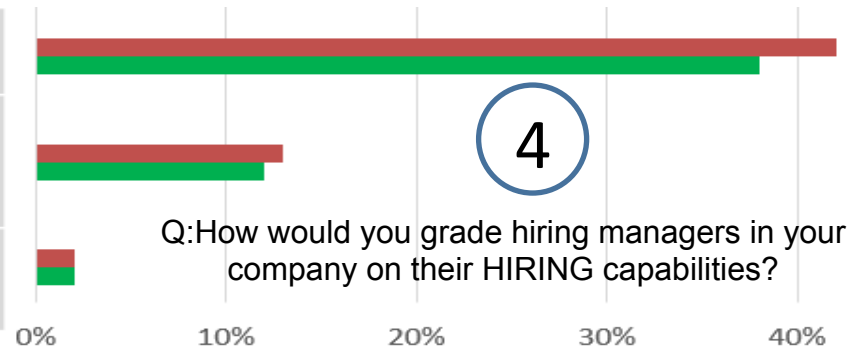
3

Extremely Discouraged By:

Very Discouraged By:

Hiring managers' openness to non-traditional candidates

C	Meh, I have seen much better and a lot worse
D	Pretty bad practices and hard to engage with, but you see some hope
F	Really don't get it or want to. Run away fast as you can!



4



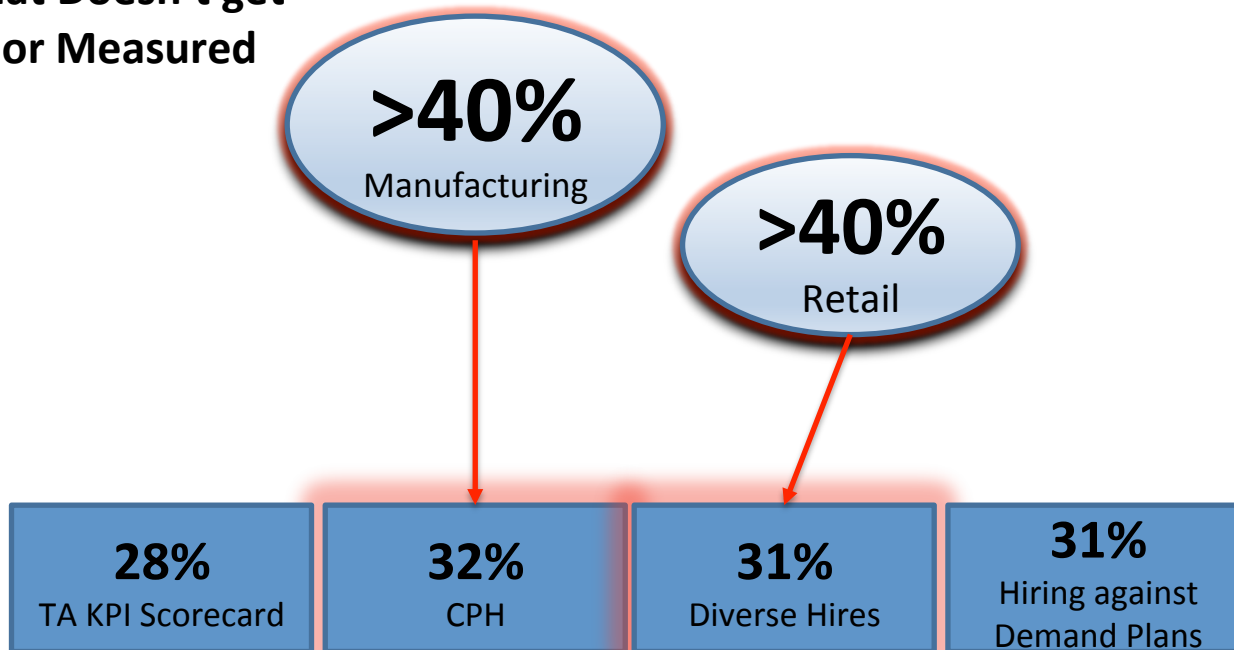
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# Reporting Analytics and KPIs...What Doesn't get Tracked or Measured

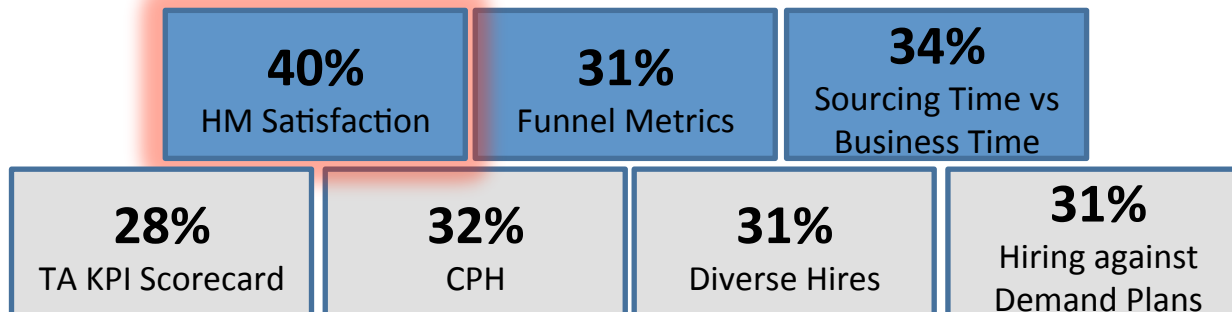
## Reporting Analytics and KPIs...What Doesn't get Tracked or Measured



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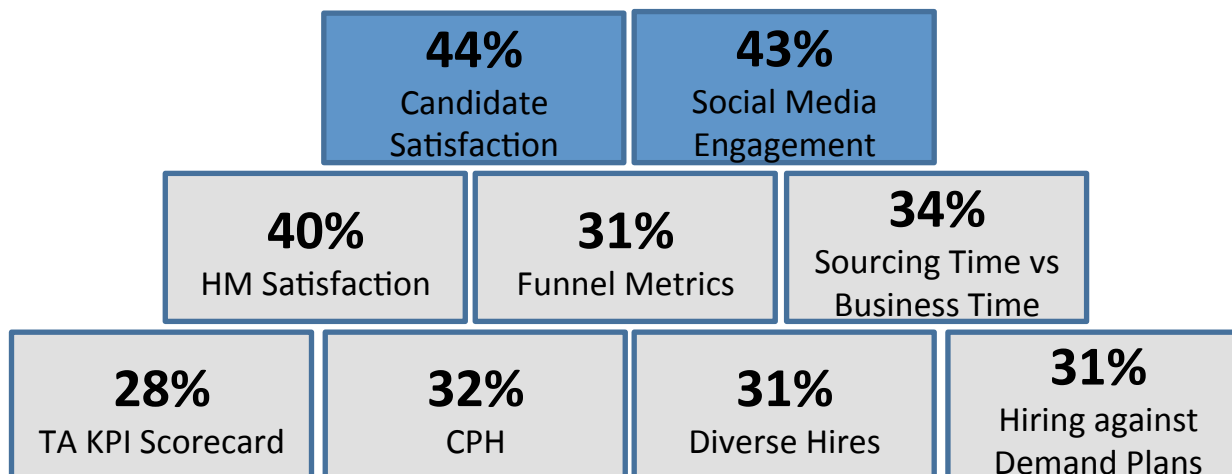
### Observation:

Does this have a role to play in the Business not partnering effectively?





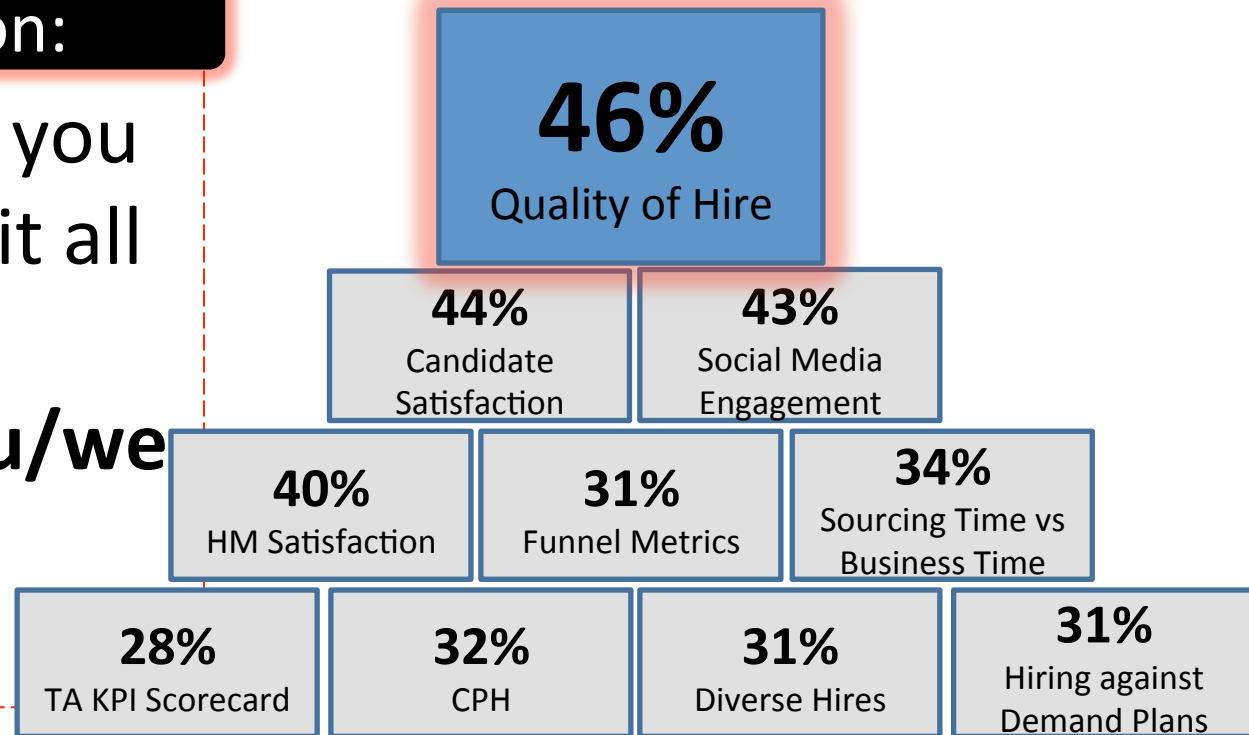
## Reporting Analytics and KPIs....What Doesn't get Tracked or Measured



## Observation:

**Blah, blah...** you have heard it all before.

**What are you/we going to do about it?**



**Observation:**

**Gap between**

**Recruiters & Leaders:**

**I Don't know what we  
measure & does get  
Tracked !**

**All  
Metrics**



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*Tying it all together.....*



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*Tying it all together.....*

*'Recruiting is the easiest job in the world...  
until **people** get involved !'*

## 4 Things to Consider

- ① Recruiter Workload & WFP.
- ② Disconnect - Recruiters and TA Leaders.
- ③ We are still not Data Driven.
- ④ Relationship with the business.

# Do we have to address the issue of Recruiter Workload & WFP?.

Questions to Ponder:

**A. Do you have alignment with the Business?**

Do we have to address the issue of Recruiter Workload & WFP?.

Questions to Ponder:

A. Do you have alignment with the Business?

**B. Is your TA structure built to scale?**



## Do we have to address the issue of Recruiter Workload & WFP?.

Questions to Ponder:

- A. Do you have alignment with the Business?
- B. Is your TA structure built to scale?

And.....

## C. Are your goals for recruiters driving the right behavior?.....

**Observation:**

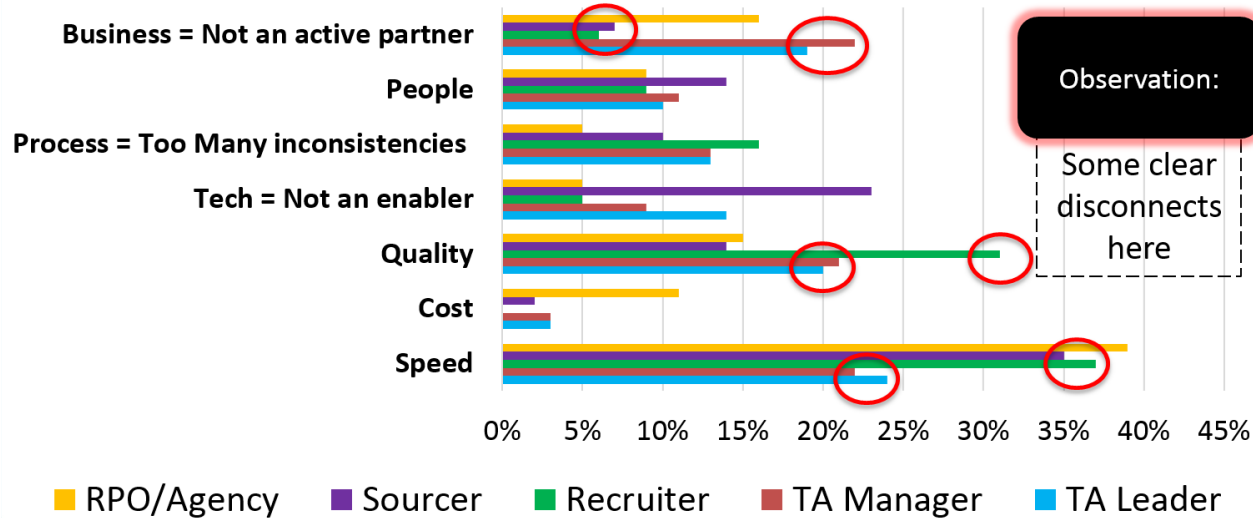
1. Volume is the Yardstick of Performance?
2. Can you achieve HM & Candidate Satisfaction at Scale + Volume?

I continue **Yes, my historical observation as well**  
to see a disconnect in what TA Leaders  
think vs what recruiters think.

I continue ( **Yes, my historical observation as well** ) to see a disconnect in what TA Leaders think vs what recruiters think.

Remember:

What's keeping everyone up at night?



**Observation:**  
Some clear disconnects here

I continue ( **Yes, my historical observation as well** ) to see a disconnect in what TA Leaders think vs what recruiters think.

Remember:

**Observation:**

Gap between what Recruiters & Leaders: **I Don't know what we measure & does get Tracked !**

**All Metrics**

- RPO/Agency
- Sourcer
- Recruiter
- TA Manager
- TA Leader

I continue ( **Yes, my historical observation as well** ) to see a disconnect in what TA Leaders think vs what recruiters think.

Remember:

**Observation:**

Business = Not an ac

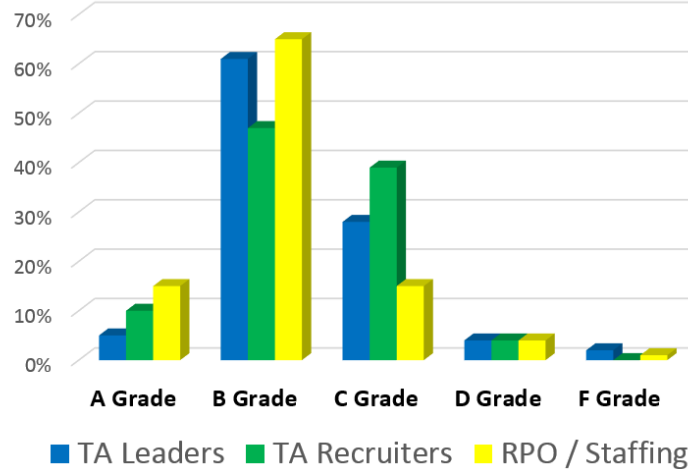
Process = Too Many inc

Tech = No

- A World class, the best and high performing team you have worked with. Highly recommended. Business loves recruiting
- B One of the better teams you have worked with. Business is happy most of the time but some room to improve.
- C Meh, You have seen and worked in better teams. Fair amount of noise from the business.
- D The team does NOT function well
- F Really broken

■ RPO/Agency ■ S

Q: What grade would YOU give the performance of your company's recruiting department?



**Observation:**

Some gaps between what Corp. leaders think vs recruiters!

I continue ( **Yes, my historical observation as well** ) to see a disconnect in what TA Leaders think vs what recruiters think.

Questions to Ponder:

**A. How clear are you?**

I continue ( **Yes, my historical observation as well** ) to see a disconnect in what TA Leaders think vs what recruiters think.

Questions to Ponder:

A. How clear are you with what you track (and Don't), report on and why it's important?

**B. How Transparent are you?**

I continue ( **Yes, my historical observation as well** ) to see a disconnect in what TA Leaders think vs what recruiters think.

Questions to Ponder:

- A. How clear are you with what you track (and Don't), report on and why it's important?
- B. How Transparent are you with your metrics, KPI's, goals and progress against these things with ALL stakeholders (Recruiters, Business and HR)?

**C. Do you continually educate and evangelize?**



# We are still not Data Driven.....

*"If you can't understand it,  
you can't control it. If you  
can't control it, you can't  
improve it."*

**H. James Harrington**

*"What gets measured,  
gets managed."*

**Peter Drucker**

## Observation of what I Learned:

Facts = Data...  
Data = Credibility...  
Credibility = Trust...  
Trust = Partnership

# What are you going to do about the relationship with the business?.

Questions to Ponder:

## **A.Nothing**

What are you going to do about the relationship with the business?.

Questions to Ponder:

A. Nothing

**B. Are you stuck in a master servant relationship?**

What are you going to do about the relationship with the business?.

Questions to Ponder:

A. Nothing

B. Are you stuck in a master servant relationship?

**C. Does the business even know this is a problem?**

What are you going to do about the relationship with the business?.

Questions to Ponder:

- A. Nothing
- B. Are you stuck in a master servant relationship?
- C. Does the business even know this is a problem?

I will leave you with my 2 cents

Opinion 😊

as a previous TA leader...

*‘Half the time it’s a business  
problem  
not a recruiting problem!’*

Thank You !