Rethinking Talent Acquisition Technology

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Avature

As the demand for top talent increases in the global market, finding and recruiting the right people is more important than ever. This year, 81 percent of business and HR leaders identified talent acquisition as their top priority in HR.[1]

Still today, many organizations continue to rely on outdated legacy applicant tracking systems that, among other disadvantages, don't allow for a collective effort among worldwide recruiting stakeholders. These systems were built for recruiters to post openings to career sites and job boards, wait — and pray — for candidates to apply, and track a linear progress from candidate to hire.

Nearly a decade ago, the TA landscape broadened with technology for candidate relationship management, which introduced a proactive means to engage candidates and encourage them to apply for jobs. Still, many major companies have not yet adopted this proactive approach.

And now the scope expands even beyond this initial engagement process to a place where all stakeholders are involved in the entire recruiting process, from the initial shoulder tap to the very first day and beyond.

In order to enter this next level of talent acquisition, TA teams must identify and understand the relationships among critical stakeholders in the process: recruiters, hiring managers, candidates, and current employees. When working at a global scale in the digital age, TA teams need technology that:

• Provides an efficient service to their stakeholders

• Establishes accountability and productive relationships

• Improves the user experience

Collaborate with Hiring Managers

Building effective relationships with hiring managers is the most influential driver of TA performance — four times more significant than other top TA performance drivers.[2] A strategic HR organization collects all relevant data and communications in one central place like Avature ATS, which makes that information accessible from anywhere at any time.

Many Avature customers use specific branded portals to create more efficient and collaborative relationships with hiring managers. Organizations often struggle to find highly qualified candidates for senior level and executive positions, and within the recruiting process, TA teams battle for the attention of busy hiring managers.

Using Avature, executive recruiting teams can create designated sites where hiring managers can use either their mobile device or desktop to review candidate profiles recommended for open positions or pipelines. Without any email communications, the manager can:

• Save a promising candidate's profile, in the case of no open requisitions

• Request an interview, which automatically messages the recruiter to make arrangements

• Track the progress of candidates and move them to the next steps

By delivering integrated service to recruiters and hiring managers, an organization can ensure that these internal stakeholders are informed and aligned on candidates. A comprehensive system enables a seamless experience and transparency throughout the TA process.

Attract and Engage Candidates

As recruiters and hiring manager collaborate, they are able to deliver service to one of the most important stakeholders: the candidate. In fact, an organization can begin delivering a high level of service even before meeting the candidate.

Companies can use technology such as Avature CRM to build branded career sites and portals in order to introduce prospective candidates to the work life and culture. Many Avature customers incorporate their employer brand into career sites by sharing employees' video testimonials, explaining company values, and describing their diverse work culture. The career site provides relevant, career-specific content for candidates who are actively looking for a job, as well as for those who are just browsing.

Once an organization captures the attention of talent, the next step is to provide an easy way for them to learn more about career opportunities. Numerous Avature customers use Avature CRM to establish different talent communities and send communications based on areas of interest. When candidates register to a particular talent community, they receive automated yet personalized communications via text or email — not the typical generic HR newsletter.

When candidates decide to apply, Avature CRM customers can offer a mobile-optimized, streamlined application process. Candidates can apply using their social media accounts, such as Xing or LinkedIn. The Avature system parses personal information and work history, saving the candidate time and making the job application as easy as online shopping. Using Avature, companies also use application processes that contain conditional questions, which adapt with candidates' responses. This keeps the application as relevant and short as possible.

Candidates who are not hired should also receive follow-up communications. Avature has global customers with a forward-thinking policy: "We never say no — we say not right now." One particular organization operates various international brands, so it keeps track of

silver medalist candidates as potential matches for the different brands. The recruiters present new opportunities to silver medalists via targeted newsletters containing industry trends and relevant jobs.

Leverage Current Employees

Providing employees with a simple, traceable referral process is a service that can generate huge returns. Employee referrals have been revealed as the top source of high-quality hires.[3]

Avature customers use referral dashboards so that current employees can easily submit new candidates. Prior to implementing global employee referral programs, these organizations often have various programs operating in different locations. However, in these cases, the global team has very little visibility over how well the programs are working. Through global referral programs, employees can refer their contacts for any role around the world and track their progress.

In one organization, the overarching goal of the referral program was to activate the company's employees to work on its behalf — kind of like hundreds of thousands of recruiters rather than just a couple hundred of them. In addition to sourcing high quality candidates, the program is strengthening the organization's employer brand, as employees work as true brand ambassadors.

Overcome Global Challenges

When it comes to recruiting technology, agility and configurability are critical. Avature enables customers to combat global challenges while still meeting the local recruiting needs. Leveraging these automated technologies, companies are able to provide high-quality service to all stakeholders. When organizations prioritize service delivery amid the complexities of the recruiting process, TA teams are able to realize the best talent outcomes.

[1] Bersin, Josh. "2017 Deloitte Global Human Capital Trends: Rewriting the Rules for the Digital Age." Bersin by Deloitte, 28 Feb. 2017

[2] Erickson, Robin. "High-Impact Talent Acquisition: The Big Reveal." Bersin by Deloitte, 17 Sept. 2014

[3] Erickson, Robin. "And the Highest Quality Sourcing Channel Is . . ." Bersin by Deloitte, 26 Jan. 2017