

| QUICK START GUIDE



Selecting New Talent-Acquisition Technology

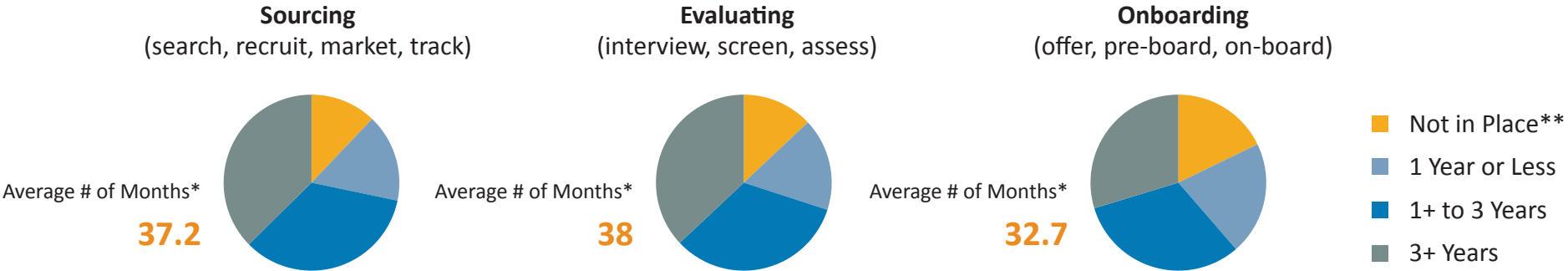
July 2018

Introduction

Faced with talent shortages, low unemployment levels and increased competition for skilled talent, the majority (80%) of organizations are implementing a wide variety of talent-acquisition technology solutions to make their hiring practices more agile and improve their chances to win the war for talent. Some of the factors contributing to their technology selection are the different functionalities available across the talent-acquisition spectrum, the age of their technology in place and whether they need a best-of-breed solution or full HCM suite.

Talent-acquisition technology solutions can be grouped into three categories: 1) sourcing/recruiting, 2) evaluating/interviewing and 3) onboarding. Sourcing/recruiting can include applicant tracking systems (ATS), job posting distribution, automated sourcing, recruitment marketing (or candidate relationship marketing (CRM), social recruiting and more. Evaluating/interviewing may include: interviewing tools, video interviewing, assessments and background checks. Onboarding solutions run the gamut of having some onboarding functionality within the ATS, a dedicated onboarding technology solution, an offer solution and more.

Figure 1: Time in Place for TA Technology Solutions



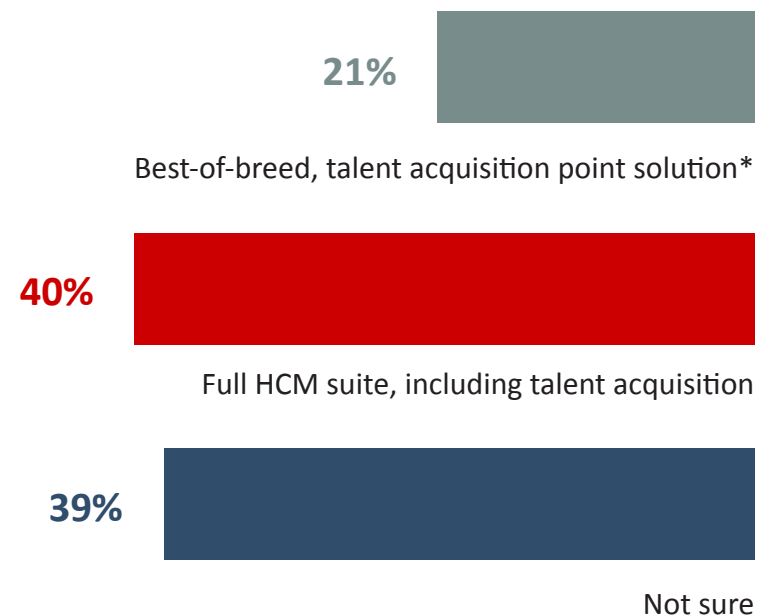
Source: Brandon Hall Group 2018 Talent Acquisition Technology Survey
 *Average calculated on range mid-points.
 **Excludes the 8% of organizations that have no technology and no plans to implement any technology.

The number of months an organization's technology solution are in place can impact the purchase decision. On average, talent-acquisition technology solutions in use for at least 33 months. Considering the rapid advancements in Artificial Intelligence (AI), about a fifth of the organizations actively seek to acquire some emerging technologies, like predictive analytics and job-matching.

Organizations must also decide whether to acquire a best-of-breed point solution for talent acquisition versus an HCM suite of solutions, which includes talent acquisition with other solutions like payroll. According to the Brandon Hall Group 2018 Talent-Acquisition Technology survey, the preference among those who are sure of their choice runs two-to-one in favor of the suite. That preference may be due in part to prior difficulties experienced in integrating talent-acquisition solutions. From another perspective, organizations may prefer a best-of-breed solution because they must manage complex hiring practices, such as different hiring workflows and requirements for different positions.

Even though a majority of organizations have some talent-acquisition technology in place, many are still looking to go through the selection process. According to our research, around 83% of companies actively seek to replace, upgrade or purchase new talent-acquisition technology. Technology replacement is expensive from a time and financial perspective but the benefits typically far outweigh the costs. The outcome

Figure 2: Best-of-Breed vs. Suite



Source: Brandon Hall Group 2018 Talent Acquisition Technology Survey

can be an improved user experience for candidates, recruiters and hiring managers. It can provide more mobile capabilities, better integration with other systems and superior reporting and analytics.

It's interesting to note that when we asked companies to rate their satisfaction with their current talent-acquisition system solutions, the ATS (58%) and the job posting distribution (62%) solutions received the highest percentage of satisfied and very satisfied ratings, while an automated sourcing solution received the lowest percentage of satisfied ratings (40%). In general, this shows that many organizations are not very satisfied with their current solutions.

This report lays out an 11-step framework for selecting a new talent-acquisition technology solution for organizations either looking for their first one or seeking to replace an existing solution.

Build the Business Case

1

Starting with a solid business case for new talent-acquisition technology makes a strong statement that the function is dedicated to driving business results, and provides the necessary foundation for a successful selection and implementation process. If considering talent-acquisition technology for the first time, identify ways technology can make attracting, evaluating and hiring quality talent easier and faster, and provide the metrics needed to make effective and efficient hiring decisions. If switching from an existing platform, identify the areas the current talent-acquisition solution is deficient.



KEY TO SUCCESS

Talent-acquisition leaders **must** make the business case for change by using language that resonates with executives to secure their buy-in.



Figure 3: Essential/Critical Competencies for Talent-Acquisition Technology Providers



BHG: 2018 Talent-Acquisition Technology Survey (n=295)

2 Define Business Stakeholders

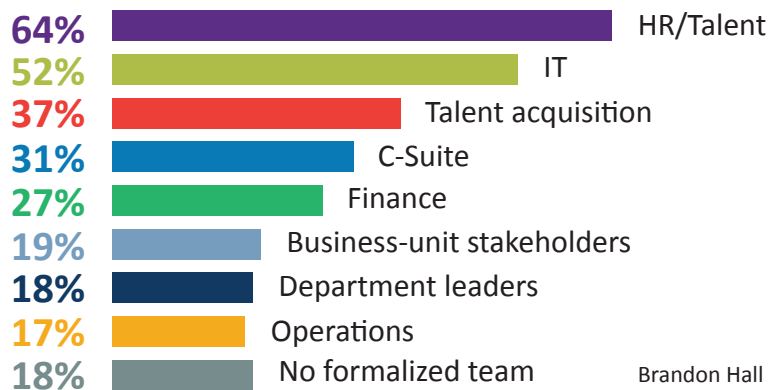
It is important to understand the impact talent acquisition can have on the entire organization. It is not just the talent-acquisition team who reckon with a new system. Getting feedback on the pros and cons of the current system from all parts of the organization helps create a well-informed business case for change that will also gain buy-in and support for the project.



KEY TO SUCCESS

Don't just identify the stakeholders. Get at least some of them actively involved in the process. Use key stakeholders to build a governance team to guide the organization through selection and implementation.

Figure 4: Selection Team Representatives



Brandon Hall Group: 2018 Talent-Acquisition Technology Survey (n=295)

3 Identify Requirements

It is important to be specific about what your talent-acquisition technology needs to do to move the business forward. Start by creating a list of concrete, must-have requirements. For companies seeking to replace an existing system, there is probably a handful of requirements that led to the decision to switch. These are things the current solution either does poorly — or not at all. It is upon this foundation you can begin to add the things you think your organization will need in the future.



KEY TO SUCCESS

- **Focus on future needs.** Most organizations focus on what they need now, only to find the system can't address future requirements. Talent acquisition needs constantly change. Anticipate the changes and consider them in your requirements.
- **Keep the requirements list relatively short.** Long lists get too complicated and can eliminate the wrong providers.
- **Prioritize.** Identify the business need behind each requirement and assign it a priority level.



4 Create Use Cases

The best way to find a solution that fits your needs now and in the years ahead is to create use cases. Develop scenarios of how specific users will interact with the system. Luckily, wanting to switch solutions provides you with the foundation for some strong use cases. Take a look at where your current solution falls short to discover how prospective vendors handle similar situations.



KEY TO SUCCESS

Get input from key decision-makers and stakeholders on the scenarios you choose for demos so their needs are met and they feel included in the planning process.



KEY TO SUCCESS

Avoid generalities. Rather than looking at how the software works in general, create several specific use cases to highlight how your organization will use the software.

Set Up Scripted Demos

5

Use cases will also help you create scripted demos. Instead of allowing vendors to perform a generic demo of the product that highlights its bells and whistles, have them run through specific scenarios showing how the platform handles the issues laid out in the use cases. Generic demos can make the providers seem quite similar, and the decision much harder. Scripted demos will help distinguish the providers that can better meet your needs.

6 Use References

Don't be afraid to ask for and follow up on references. Though the vendors may only provide you with their happiest clients, you can still glean useful information. It's helpful to see how companies of similar size or industry to your own use the system. By asking the right questions, you can uncover challenges faced by even the most ardent fans of the solution.



KEY TO SUCCESS

Be assertive in your reference checks. Ask the questions you really want to ask. If references are uncomfortable, they can decline to answer. But don't be conservative in your approach. This is a unique chance to gain insights you will not get from the vendor.



7 Identify Support Levels

There is wide variety in the levels of support provided by different vendors. A “rip and replace” scenario is a difficult undertaking, so it’s important to select a vendor who offers you implementation support based on your needs. Best practices include not just in-person support, but online communities, adoption kits, communities of practice etc. to help you get up and running quickly.



KEY TO SUCCESS

Ask “What if?” Don’t be satisfied with a list of support services from the provider. Ask what levels of support they provide for various critical scenarios that might occur in your organization. Make them provide context and details about their support.

8 Manage Change

A solid change-management strategy provides a transition to the future, whether it is moving from a paper-based process or from a legacy system. In most cases, change management begins at the leadership level and requires strong communication to the employees who will use the system. A communication strategy should be developed to articulate the need for the technology investment with key stakeholders and overall business leaders.



KEY TO SUCCESS

Communicate early and often. Your communication plan should begin as soon as the purchase decision is made. Repetition and redundancy are good. Inclusion is good. Communicating the same information in various ways is good. Waiting until after the purchase or shortly before rollout to discuss the new technology is bad and will cause chaos and confusion.

9 Focus on Integration

During requirements gathering, an overview of the systems that must integrate with the talent-acquisition solution should have been identified. It is now time to prioritize those integrations. Rather than trying to plug everything in at once, it is important to test each integration on its own. Getting critical integrations up and running can allow a company to roll out the system to users before all the integrations are final, if they choose.



KEY TO SUCCESS

Make sure your stakeholders and the provider understand the content and data standards involved. Test the migration regularly. Do not wait until everything is complete to test and see if it worked.



KEY TO SUCCESS

Be inclusive. Integration with the talent-acquisition solution will affect the entire organization, directly or indirectly. Involve key stakeholders.

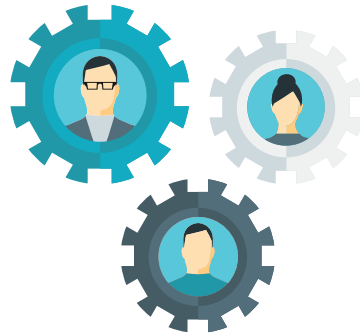
Prepare for Migration

10

For companies switching to a new solution, moving data and content from one system to another can be complex, especially if the current system has been in place for a long time. Both content and data have specific taxonomies that need to be mapped from the old system to the new system to keep everything in place. This is a good time to assess active use and eliminate data and content no longer being used.

11 Train, Train, Train

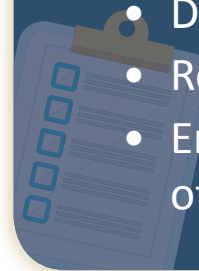
Establish a training schedule for different types of users. From the due-diligence phase, you should already understand what kind of training the vendor provides, so you can plan accordingly. Make sure to take into account the different types of users and the level of training they will require. Admins, recruiters, hiring managers, other subject matter experts and stakeholders all have different needs.



KEY TO SUCCESS

Treat talent-acquisition solution training like you would any other training initiative:

- Determine specific outcomes for each user group.
- Deliver blended learning.
- Reinforce knowledge.
- Enable training at the point of need.



About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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