

EXECUTIVE PERSPECTIVE

Using Talent Acquisition to Drive Critical Talent Results

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Overview

Talent is critical to strategy and performance, and so talent acquisition—the sourcing, recruitment, and hiring of people to fill roles throughout the organization—should be a priority for the HR and leadership suites. Yet too often, talent acquisition (TA) is an afterthought, and roles are filled in a reactive and nonstrategic manner. Our research shows that TA can be handled in a more effective way. Too often, talent acquisition (TA) is an afterthought, and roles are filled in a reactive and nonstrategic manner. Our research shows that TA can be handled in a more effective way.

When done with a focus on the goals of the business, talent acquisition can contribute meaningfully to the organization's outcomes. In fact, organizations that operate at the highest levels in talent acquisition deliver higher revenue and profit-per-employee—not to mention greater retention, employee promotion, and other critical HR-related outcomes. Most of all, such organizations have TA teams in place that can identify the best talent to execute strategy and move the business forward. This article describes the role C-suite executives can play in achieving desired TA results.

In This Article

- ✓ The impact of high maturity on business outcomes
- ✓ How TA teams can become a strategic partner for business managers
- ✓ What senior leaders can do to improve the integration of TA with business goals

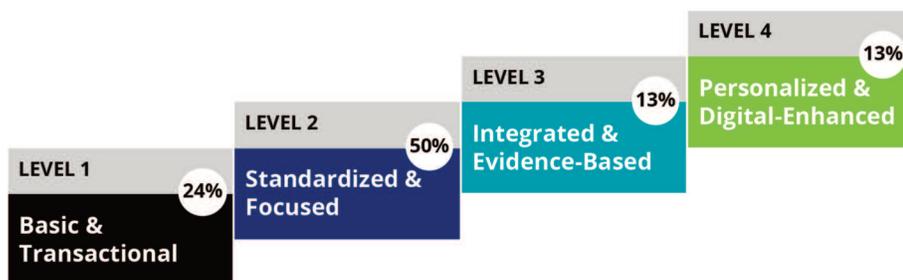




The Path toward High-Maturity Talent Acquisition

Our Talent Acquisition Maturity Model (see Figure 1) can be used as a guide for leaders trying to develop and support a high-performing talent acquisition function. As organizations achieve higher levels of maturity, they build lasting capabilities while also adding new ones.

Figure 1: Talent Acquisition Maturity Model



* Note: The white circles to the right of each maturity level indicate the percentage of surveyed companies at that level.

Source: Deloitte Consulting LLP, 2018.

Each level of the TA Maturity Model is associated with specific TA characteristics across a handful of factors.¹ Importantly, rising levels of maturity are highly correlated with gains in specific business metrics such as growth, innovation, productivity, and HR or people-related outcomes (see Figure 2). Our research shows that companies with high-maturity TA functions bring in 18 percent more revenue than their low-maturity

counterparts. Further, organizations with high-maturity TA functions enjoy a 30 percent advantage over their low-maturity counterparts when it comes to profit per employee.

Figure 2: Revenue and Profit Table

	Revenue (in 000 USD)*	Profit per Employee
High-Maturity Organizations†	\$26,087,695	\$209.56
Low-Maturity Organizations	\$22,161,875	\$161.34
Difference	+18%	+30%

* Note that while the data for revenue reflects only data from organizations with over 5,000 employees, the profit per employee data reflects data from organizations of all sizes.

† The data for high-maturity organizations represents data from the top 50 percent of surveyed organizations with financial data available, while the data for low-maturity organizations represents data from the bottom 50 percent.

Source: Deloitte Consulting LLP, 2018.

KEY POINT: Rising levels of maturity are highly correlated with gains in specific business metrics such as growth, innovation, productivity, and HR or people-related outcomes.

The Talent Acquisition Maturity Model follows a path—from routine, regulatory-minded, and largely procedural to personalized and digitalized, with close strategic relationships with hiring managers.

Key Messages

Leaders can strengthen both business and talent outcomes via improved talent acquisition maturity by focusing on the following three key areas:

- **Talent acquisition should be integrated into HR and the business.** Too often, talent acquisition is seen as transactional—an isolated function that performs a basic, nonstrategic, and nonintegrated service for the rest of the business. But our research shows that the relationships between recruiters and the rest of the business, especially hiring managers, are essential to improving recruitment and retention. With stronger relationships within HR and throughout the business, recruiters can better understand:
 - The demands of specific roles
 - Business expectations regarding values, work ethic, and culture
 - Why specific talent pools should be built
 - Whether leading candidates for specific roles can be found within the organization

Leaders should promote TA's relationships with other functions and the integration of TA into the rest of the business.

- **Talent acquisition requires a focus on developing internal talent pools.** High-performing talent acquisition teams recognize that an organization's existing employees are a key source for talent—and they act on that insight.

Internal mobility should be championed at the highest levels of the organization and leaders should place internal hiring at the center of the culture and succession planning.

KEY POINT: The relationships between recruiters and the rest of the business, especially hiring managers, are essential to improving recruitment and retention.

KEY POINT: Organizations that regularly use internal candidates to fill roles support a culture that emphasizes personal growth and a professional career journey—and attract candidates who thrive in such environments.

Employees should be able to see that commitment from senior leaders in every aspect of the culture and HR function, whether in their own career planning, manager support for their career development, or professional development and upgrading of skills.

Recruiters should be encouraged to identify recruits based not only on their current skills and past experiences but also on their values and potential for growth within the organization.

- **Talent acquisition teams require ongoing investment.** Our research shows a high correlation between high-performing talent acquisition and investment in both emerging AI-related technologies and professional development opportunities. An impressive array of technologies are emerging that use AI, machine learning, and predictive data analytics to better evaluate, screen, and assess candidates for their suitability for specific roles. These technologies are currently being tested and deployed by TA teams at the highest level of maturity, giving them a competitive advantage in the marketplace. The talent acquisition function also requires ongoing upskilling, networking opportunities, and exposure to industry-related thought leadership.

Call to Action

To realize the benefits of improved recruitment and retention—which impact every aspect of the business—C-suite leaders should champion talent acquisition within the organization. To do this, leaders are focusing on personalizing and digitalizing the function, raising expectations for its performance, and integrating it into broader discussions on strategic business goals. The following specific actions can help leaders support the kind of talent acquisition transformation that is critical to driving the financial and operational improvements correlated with high-maturity teams.

- **Make TA staff highly visible to the rest of the organization and align TA goals with the goals of the business strategy.** Your organization's TA strategy should be continuously assessed and updated as needed to make sure it's both aligned with the business's objectives and in step with your company's changing needs. TA can demonstrate its value and the impact of improvements in its strategy through critical talent-related outcomes—such as a lower cost of hiring, improved employee retention, more recruits who demonstrate high potential, and improved manager feedback.
 - Work to elevate TA within HR.
 - Make sure TA professionals are cross-trained and familiar with the full HR suite and the business.
 - Emphasize the importance of relationships between recruiters and hiring managers.
 - Involve TA in forward-looking strategic discussions to ensure that the talent needed for particular initiatives can be identified, recruited, and hired in an efficient manner to meet business

KEY POINT: High- impact talent acquisition teams recognize that an organization's existing employees are a key source for talent—and they act on that insight.

KEY POINT: An impressive array of technologies are emerging that use AI, machine learning, and data analytics to better evaluate, screen, and assess candidates for their suitability for specific roles.

- goals.
- Track TA goals—such as time to fill, cost to hire, improved candidate pools, and improved retention—against larger business goals.
- **Encourage TA teams to seek candidates internally and to promote internal mobility.** When your organization uses internal candidates to regularly fill roles, your work culture will emphasize personal growth and a professional career journey—and attract the kinds of candidates who thrive in such environments and will stay. Encouraging talent acquisition teams to look within for the best candidates is also key, as internal candidates have a tested track record with the organization. With support from leaders, managers and recruiters can work together to understand emerging talent needs (e.g., potential promotions), and can be more anticipatory with replacement strategies and long-term pipelining
 - Set an expectation at the highest levels that internal mobility should be encouraged, celebrated, and measured.
 - Work with hiring managers and recruiters to create clear plans for maintaining deep candidate pools from which replacements can be sourced to replace employees promoted from within.
 - Encourage managers and employees to create development plans so employees know what targets they need to meet to merit career advancements.
- **Be sure employment brand and cultural values drive talent acquisition strategy.** Your organization has a vision that guides how you do business and how you promote your product and services. That vision is reflected in your culture, which may emphasize certain work personas over others. Leaders should consider the following steps to assure that your culture and employment brand are reflected in your talent acquisition strategies.
 - Collaborate with TA teams to ensure culture and employment brand messages are reflected throughout the hiring process, including during recruitment and candidate screening.
 - Regularly assess whether candidate profiles and demonstrated behaviors align with cultural norms to ensure that TA is delivering what the business needs.
- **Invest in the professional growth and capabilities of recruiters.** Like any professional, a recruiter requires constant upskilling and professional growth. The highest-performing TA teams are well-prepared, aware of trends in recruitment, use the latest techniques to standardize candidate screening, and evaluate candidate fit and potential for their organization. This requires investment from the business and a culture of constant learning. It also requires an openness to the new technologies that are reshaping how talent is recruited and evaluated— technologies that require investment of resources and time but which have the potential to push recruitment results to new levels, making them a competitive advantage.
 - Create a learning culture among your TA teams with an emphasis on constant training, professional networking, mentorships, and building new skills.
 - Treat investment in technologies for recruitment as an essential

part of your learning culture and a means to push your TA teams to higher levels.

Key Takeaways

- High-performance among talent acquisition teams correlates with improvements in overall business and people-related outcomes.
- TA staff should be highly visible to the rest of the organization.
- The TA strategy should be aligned with the goals of the business.
- TA teams should be encouraged to seek candidates internally and to promote internal mobility.
- Leaders should make sure employment brand and cultural values drive talent acquisition strategies.
- Senior leaders should ensure the organization invests in the professional growth and continual upskilling of recruiters to demonstrate and support commitment to building and maintaining a high-performing TA function.

Endnotes

1. [*The Talent Acquisition Maturity Model*](#), Deloitte Consulting LLP / Robin Erickson, PhD, and Denise Moulton, 2018.

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