TALENT
TECHNOLOGY

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Talent Generation

Helping Oracle iRecruitment & PeopleSoft TAM Customers Recruit Better Talent, Faster & Easier

talemetry

Contents

Summary

This paper will cover:

- Challenges Oracle iRecruitment and PeopleSoft TAM customers have finding talent

- Introduction of Talent Generation Systems and how they differs from Applicant Tracking Systems

- How Oracle iRecruitment and PeopleSoft TAM customers can leverage Talent Generation Systems to find better talent, faster and cheaper

- Incorporating best practices along with Talent Generation Systems to drive true recruiting value

Oracle iRecruitment and PeopleSoft TAM systems are designed and built as Applicant Tracking systems to help organizations manage their existing employees and support the hiring processes. However, as with most Applicant Tracking systems, they were not intended to help find, attract, and capture new potential candidates.

This whitepaper examines the challenges faced by Oracle iRecruitment and PeopleSoft TAM users in finding better talent, faster and easier. Rest assured, if your organization is dealing with these challenges, you are not alone. Organizations in North America will spend more than $55 billion this year alone trying to and solve these challenges, but high quality talent shortages continue to exist at every skill level. Rather than throwing more dollars at the problem, leading organizations have begun to evaluate their current talent generation strategies and implement the appropriate technologies to make acquiring top talent one of their competitive advantages (Case Studies: WorkSafeBC, Norgate Technology).

There is a clear distinction between Applicant Tracking activities and Talent Generation, with the latter referring to the process of finding and attracting the right talent. Talent Generation systems help organizations create talent pools of potential candidates, conduct talent marketing activities to get the word out on an organization's employer brand and open jobs, and improve each candidate's experience during the application process so the best candidates apply.

Without such talent generation systems in place, organizations on the iRecruitment and PeopleSoft TAM platforms are left with a number of challenges when it comes to effectively finding and attracting talent. By leveraging a talent generation system for sourcing, marketing to, and engaging candidates which also complements and integrates with their existing platform, organizations can overcome these challenges and realize significant benefits including a reduction in time-to-hire and cost-per-hire and the ability to find and attract higher quality talent to fill their open positions.

Leveraging best practice techniques and technologies to improve the sourcing, marketing to, or engaging of candidates on their own will provide significant value, however the true value is realized when these techniques and technologies are used together as a complete talent generation platform.

The Talent Problem

While we find ourselves towards the end of a recession, it's glaringly obvious recruiters are in a war for talent. Employers are certainly no longer in the driver's seat. The best talent, the strongest candidates are not interested in filling out long application forms. They don't have to. With stiffer competition and a scarcer supply of talent, recruiters now face a real problem, which will require a shift in thinking and process in order to win in this new talent-hungry marketplace.

If you ask a recruiter about the challenges they face in their role today, chances are they will list, "a lack of great candidates" as being one of their biggest. In Talent Technology's 2012 State of Recruiting Survey, recruiters identified "Finding good candidates" as their biggest challenge (Figure 1). The fact is companies continue to struggle to fill roles with quality talent. Even with a tough economy and high unemployment rates, there are high quality talent shortages at every skill level. Collectively, companies in North America spend $55+ billion a year on everything from job postings to engaging recruitment firms in attempt to solve this problem, yet they still cannot find the right talent fast enough.

WHAT ARE YOUR ORGANIZATION'S BIGGEST RECRUITINGCHALLENGES?

Finding good candidates **2.49/3**
Filling positions fast **2.32/3**
Dedicated hiring managers **1.82/3**
Managing applicants **1.68/3**
Sub-par job descriptions **1.56/3**
Negotiating offers **1.51/3**
Contacting candidates **1.48/3**
Scheduling interviews **1.44/3**
Reading resumes **1.43/3**
Lack of tasks **1.13/3**

Finding good candidates is the biggest challenge recruiters face

Figure 1

CEOs and business leaders worldwide now recognize talent recruitment as a top risk to organizational growth. In a 2011 Aon Risk Solutions Survey, business leaders cited talent recruit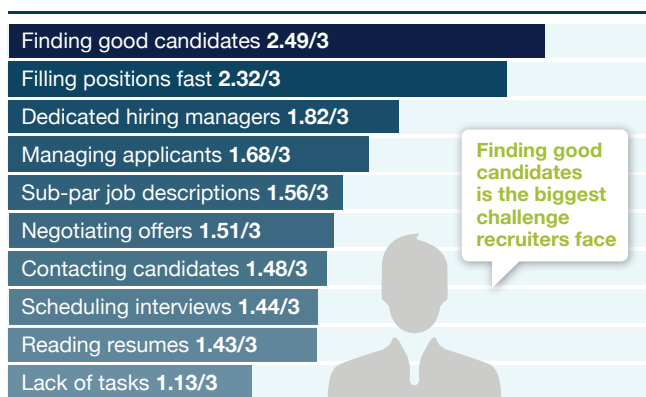ment among the top 10 risks they face in the coming year. PwC's 14th Annual CEO Survey in 2011 also quoted, "As we move out of the downturn, CEOs are putting the focus firmly on their people. Competition for talent is intensifying as recruitment activity picks up in some sectors and there are increasing difficulties finding staff with the right skills."

It's now apparent that techniques are shifting. While job boards still drive many candidates, posting on job boards alone these days will not bring you the best candidates, instead it will bring you many poorly matched candidates to weed through. In this time it is imperative for HR professionals and recruiters to shift to a marketing mindset. A mindset where they hone in on targeted populations, channels, and messaging to enable them to find the people who will be able to help move their business forward.

At the same time companies are faced with financial pressures and a sluggish economy. This is putting pressure on recruiting budgets.   HR organizations are having to justify their recruitment spend.   This requires the ability to track results of various methods and channels, an almost impossible task in world of disparate systems with no common platform.

To overcome this challenge, organizations need to look beyond their existing Applicant Tracking System and examine the methods and technologies they use to find and attract talent. Oracle iRecruitment and PeopleSoft TAM systems are designed to track and manage the hiring process. While these systems do a great job of this, they don't help organizations find better talent to feed into them.

Applicant Tracking vs. Talent Generation

Every year, companies invest significant time and money in acquiring, implementing, and optimizing HR software systems. Everything from Applicant Tracking systems to HCM systems, all designed to automate, streamline and optimize how organizations track and manage their most important resources… their people.
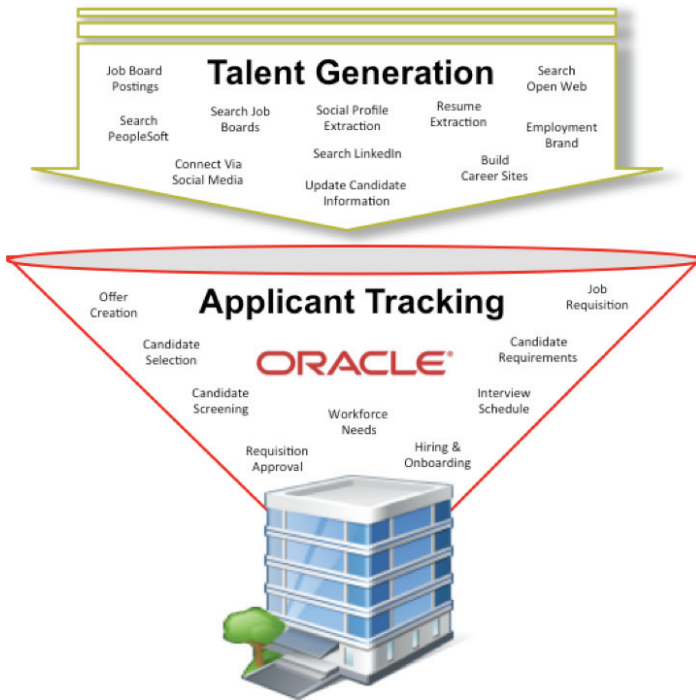

Figure 2

While these systems certainly provide significant value, they are almost exclusively focused on managing the processes once contact has already been made between the candidate and the employer. What is being done to help organizations find the best talent to feed into these systems? Common sense states, if you're not starting with the best talent in the first place, the greatest Applicant Tracking systems in the world will not be much help.

Recruiters and HR professionals are required to perform a number of tasks and activities in order to effectively manage human capital. It is critical to understand which of these activities should be classified as Applicant Tracking, and which should be considered Talent Generation (See Figure 2).

Applicant Tracking – Manage candidates already in the system

Applicant Tracking systems such Oracle iRecruitment and PeopleSoft TAM are designed help organizations effectively manage their recruitment process. This includes succession planning and understanding your work force needs, as well as creating and approving job requisitions, candidate interview scheduling, offering creation and approvals and compliance. Oracle iRecruitment and PeopleSoft TAM are two of the most effective and widely used platforms for applicant tracking , however, unless your able to feed great candidates in, the value you gain from such systems can be limited.

Talent Generation – Get new candidates into the system

Talent Generation systems are designed to help organizations find and attract the best talent available and feed that talent into an Applicant Tracking system. This includes systems that help you create talent pools and proactively source specific candidates, market your open positions while strengthening your employer brand, and better engage with candidates by creating a positive candidate experience. An effective Talent Generation system requires the ability to integrate not only with your existing Applicant Tracking system in order to capture talent into the hiring process, but also with job boards, multiple candidate databases and social media sites in order to find talent.

Leveraging Talent Generation to Tackle the Talent Problem

Talent Generation can be broken down into 3 distinct, but equally important activities (See Figure 3):

1. **Source** aka Talent Relationship Management (TRM) aka Candidate Relationship Management (CRM): Sourcing is about proactively going out and finding the talent. This includes, aggregating all talent into a common pool, organizing into talent networks, searching for roles, and communicating and managing relationships with talent.

2. **Market** aka Recruitment Marketing Platform (RMP): Talent or recruitment marketing is about communicating and getting the word out about your open positions while at the same time creating and strengthening your employer brand. It is about attracting talent.

3. **Engage** aka Candidate Experience: Create a positive candidate experience by making it easy for candidates to apply while capturing as much up-to-date information on each candidate as possible, helping to make better hiring decisions. All this ensures that the resources spent on attracting and sourcing candidates translates into quality applicants, rather than being wasted through candidate drop-off and mismatched skill sets.
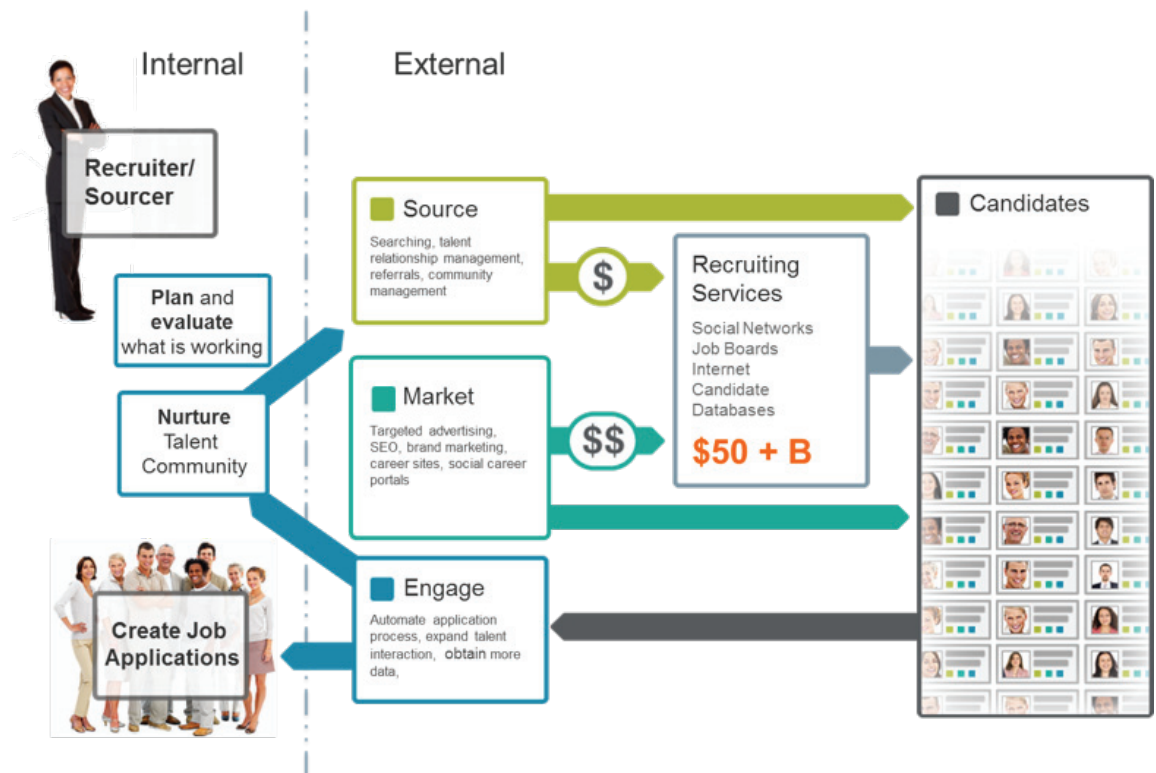

Figure 3

Sourcing and Talent Network Management

This section identifies the challenges and emerging best practice trends for sourcing candidates from multiple sources and building talent networks.

Sources for Candidates

When a recruiter needs to fill a specific role, one of the first activities is to reach out to their network of talent. Their talent network may reside in various places and could include candidates who previously submitted applications and whose resumes are on file within the organization's iRecruitment or PeopleSoft TAM system. They could also include candidates from job board candidate databases such as Monster, Careerbuilder or Dice, the open web or social media sites like LinkedIn.

Challenges in Sourcing

All of the above options represent viable sources to find candidates. They also present some significant challenges when recruiters try to search these sources. Each of these sources of talent are in different systems requiring a recruiter to log in to various systems with different interfaces, different talent search capabilities, and different talent communication capabilities.

While your iRecruitment or PeopleSoft system is able to store large numbers of candidate resumes, its ability to search those resumes for candidates with a specific set of competencies is limited and often leads recruiters to ignore this valuable source of interested candidates. It is also difficult, if not near impossible, to compare and rank candidates in terms of competency and overall fit when they are found through different sources and appear in various formats. Because they were found from different sources, in different formats using different search functionality, any ranking of them in terms of the competencies required for the role must be performed manually.

Technologies are available today to enable recruiters to search all these sources at once, using semantic (intelligent) search (See Figure 4).

Figure 4. Semantic search technology searches multiple candidate sources all at once and produces a list of candidates ranked in order of best fit.

Sourcing and Talent Network Management Continued

Emerging Best Practice Trends in Sourcing:

- **Centralize Talent Networks from all sources into one system:** These networks (pools, communities) are made up of talent leads, which are individuals who may be a good fit for positions in an organization immediately, or at some point in the future. These can include individuals who are currently employed in the organization, those who applied in the past, those who are familiar with the organization but have not applied, and even those who are not aware or have had no previous contact with the organization, but would be of interest to your organization.

- **Leveraging Social Sources:** In addition to traditional candidate sources like job board databases, social media sites have become an increasingly viable source of candidates, especially passive candidates. Professional networking sites such as LinkedIn allow recruiters to find talent who may or may not be actively looking for open opportunities, but are ideal candidates.

- **Managing proactive Talent Network comunications:** When open roles are created, recruiters can market to these individuals as well as search their talent network for individuals who are a good match. Interested leads with the right qualifications can then be fed into the organization's iRecruitment or PeopleSoft TAM system as a candidate.

- **Federated Web and Talent Database Search:** Having to individually search multiple candidate sources for talent is time-consuming and inefficient. In addition, having to individually review and rank candidates from these multiple sources is difficult and only makes the process longer. The ability to search multiple sources (iRecruitment, PeopleSoft, job boards, social media sites, and the open web) all at once and ranking the results intelligently based on the closest matches, reduces manual work and allows recruiters to find better candidates faster.

Recruitment Marketing

This section identifies the challenges and emerging best practice trends for organizations looking to market their open positions and attract great candidates through a strong employment brand.

Parallels of Marketing to Consumers & Candidates

Take off your recruiter hat and put on your Talent Marketing hat. Talent Marketing is very similar to traditional Marketing; online advertising, referral programs, web sites, landing pages, and social media are key techniques.

When an organization wants to create consumer awareness about a product or service, they select a target audience, select a message they want to send, then select the appropriate communication channel to use (email, social, direct mail, etc.). The same goes for Talent Marketing. What is the talent profile you are looking to attract? What is the compelling message about your open job and why your company is a great employer? How are you going to deliver the message? Depending on the talent target profile, maybe social networks are appropriate, maybe job boards. The right channel is often influenced by geography, degree of skill and experience. Where does the talent you are targeting spend their time? If you are looking for college graduates, Facebook might be more appropriate than advertising in executive management magazines. More often than not, a balanced strategy of social, web marketing, advertising, job board postings will be the most effective.
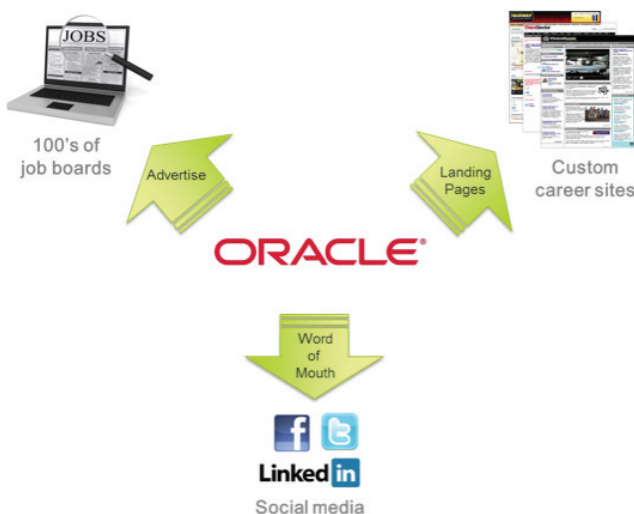
Socoial Media – the new channel

When an organization wants to create awareness virally and help generate "word of mouth" advertising, they leverage the power of social media networks. Recruiters have also begun using social media sites as a way to get the word out and connect with potential candidates. Creating a Facebook career page is an effective way of showing potential candidates why an organization is a great place to work and strengthening an employer brand. Update feeds in social sites such as LinkedIn, Twitter and Facebook are also effective at reaching potential candidates with the latest information about new open roles.

Capturing the lead

And finally, when an organization captures the attention of a consumer, they often push them to informative and engaging landing pages which strengthen their brand image and entice that consumer to buy. Talent Marketing's version of a landing page is the career site, where potential applicants can view open roles, learn about the company and what it is like to work there and submit an application.

Figure 5. The combination of job board distribution technology, social media integration and custom branded, interactive career sites help create leading talent marketing programs.

Recruitment Marketing
Continued

Challenges in Talent Marketing

One of the greatest challenges for Talent Marketers today is fragmentation. With so many different vendors and services, creating, managing and delivering a consistent employer messaging is extremely inefficient.

Today's practice of posting the same job to multiple job boards one by one is a tedious and wasteful administrative task. Even when you have manually posted to these multiple boards, how can you easily tell which ones are effective at generating quality candidates and which ones are a waste of time? Understanding the ROI from your job board spend is often difficult without a unified system that can track all postings.

Paid job boards add an additional layer of complexity to this process. Controlling your advertising spend over a period of time or across a team of recruiters is often difficult to manage.

Career sites are also a critical but complex component. Talent Marketers need the ability to tailor their content and messaging to support current recruitment activities. New open roles need to be immediately posted to the appropriate career site. If Talent Marketers are not able to create this targeted and timely content, their efforts to attract top talent are diminished.

The similarities between Talent Marketing and traditional marketing are undeniable. However, for years, technology solutions have been developed to support traditional marketers in these efforts, while talent marketers have had to conduct most these activities in an inefficient manual basis or use multiple disconnected solutions.
Technologies are available today to enable more efficient and effective Talent Marketing (See Figure 5).

Recruitment Marketing
Continued

Emerging Best Practice Trends in Recruitment Marketing:

- **Building Brand Recognition:** An employment brand is the combined external perception of what it is like to work at an organization. A strong positive brand makes it easier to attract top talent, while a negative one makes it very difficult. Organizations have increasingly begun developing, promoting and measuring their employment brand reputation in order to be recognized as an employer of choice in their market.

- **Driving Multiple Channels:** In order to effectively market open job opportunities and strengthen an organization's employment brand, recruiters are increasingly acting like traditional marketers. Forward thinking recruiters have begun to leverage Search Engine Optimization (SEO), free job postings, social media sites, Google advertising and other pay-per-click advertising to widely promote their brand and open positions to both active and passive candidates.

- **Targeted Career Microsites and Campaigns:** When a potential candidate finds and clicks on an online advertisement for an open position, where are they sent? If they are sent to a corporate homepage, or even a broad, generic corporate career site where they need to find the job advertised to them, their candidate experience can be negatively affected and may cause the candidate to drop-off and never apply. If the same candidate is sent to a career microsite which not only makes it easy for them to apply, but also provides them relevant content on why this is a great place to work they are much more likely to be interested in joining said organization.
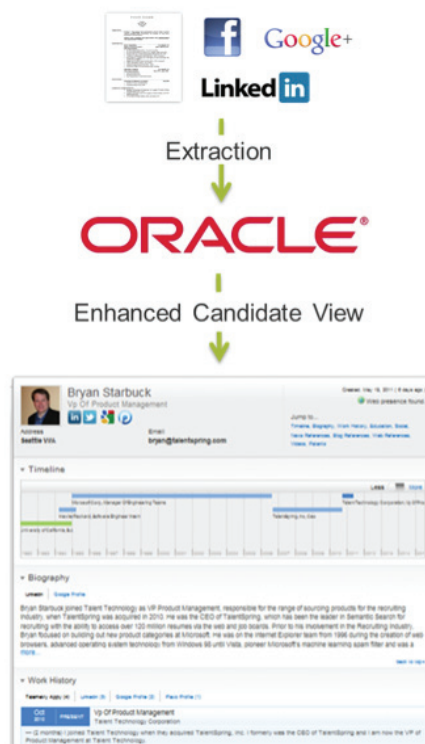
Candidate Engagement

Figure 6. Extract candidate information from resumes or social network profiles and feed it into your iRecruitment or PeopleSoft TAM system. Then learn more about each candidate by gathering additional relevant, online information in an easy and compliant manner to produce a detailed candidate profile.

This section identifies the challenges and emerging best practice trends for organizations looking to improve their candidates' experience while at the same time learning as much about each candidate as possible.

Challenges in Candidate Engagement

Once a candidate has found a position at your organization and wants to apply, what is the process? You could allow candidates to apply using any format they choose. This makes it easy for candidates, but creates a challenge for recruiters and HR staff who have to manually sort, track and input all this information in a variety of formats into their iRecruitment or PeopleSoft TAM systems.

You could create a highly structured application process forcing candidates to manually enter their information into online forms. This reduces the burden on recruiters who no longer have and input this information, but significantly reduces the candidate's application experience and often causes candidates to drop-off.

The candidates most likely to drop-off are not the unemployed ones with lots of free time and few opportunities to choose from. They will likely stick around. It's the passive candidates who are currently working and often have multiple employment options that usually represent the best candidates. These candidates are also the first and most likely to drop-off as a result of a cumbersome and long application process. So not only do you risk losing candidates, you risk losing the best candidates.

Do you Google candidate names to find out more about them? There is no denying there is lots information on people online these days. If you value hiring the best talent, then you should also value knowing as much as you can about your candidates. However, the are some significant challenges to simply typing your candidates name into a search engine are:

- Whether or not you found find the right person?
- Common names vs. unique names. Are you looking for a very common name? How do you filter for the John Smith you are looking for?
- Inconsistent candidate searches
- How do you capture and present the info found?
- It takes a long time
- Legal and privacy concerns

Candidate Engagement
Continued

Technologies are available today to simplify the application process for both candidates and recruiters, while also providing the recruiter more information on each candidate to make better hiring decisions (See Figure 6).

Emerging Best Practice Trends in Engaging Talent:

- **Improving the Candidate Experience:** The majority of HR technological innovation to date has focused on improving efficiency and effectiveness of corporate HR/recruiters, with little being done to help improve the candidate experience of applying for a job. In many cases, these technologies have actually made it worse for candidates. Organizations wanting to attract top talent need to make candidate experience a top priority. This means ensuring candidates have a positive experience throughout the application process, including making it easy for them to provide as much information about themselves without having to manually enter data.

- **Leverage Social Profiles:** Information on who each candidate really is now lives online, rather than on a traditional static resume/CV. It lives in social network profiles, blog posts, tweets, etc. Leading recruiters are now leveraging this information to get a more complete and rounded view of each of their candidates to help assess skills and determine cultural fit, with the ultimate goal of better quality hires.

Putting It All Together

While the technologies behind each of the **Source**, **Market** and **Engage** processes provide significant value on their own, the true value is realized when these technologies are used together as a complete talent generation platform. You need a **Marketing** system to attract candidates and create talent pools in your Sourcing system. You need a **Sourcing** system to store candidate leads generated from your marketing activities. You need to **Engage** candidates when they apply as a result of your marketing activities. And so on…

Effective talent generation across these interrelated processes requires that you have the ability to manage, secure, and analyze the entire talent generation cycle as well as to integrate with recruiting mediums like job boards and social media sites. To ensure you can turn these leads into applicants, you also need to have seamless integration of candidate information via resume extraction and parsing into your iRecruitment or PeopleSoft TAM system.

Customer Success Story

WorkSafeBC, British Columbia's sole provider of workers' compensation coverage, maintains a diverse workforce composed of 3,100 professionals from business, IT, and healthcare. The public sector insurance agency uses Talent Technology's Talemetry to attract top quality candidates while providing an efficient, self-service process for candidates and recruiters.

Challenge	Quickly locate and attract the right candidates while competing with the deep pockets of the private sector.
Solution	Replace manual processes, enable self-service management, and support outward-facing HR strategies with Talemetry Talent Generation.
Benifits	Efficient online application process, greater ability to attract quality talent, and reduced costs with a faster recruiting cycle. Processed more than 8,000 resumes in 10 months.

"Talent Technology is bringing powerful new tools to the market that will complement our efforts, including social media search functionality and other leading-edge features.

With Talemetry, we are able to collect and capture critical information about candidates in a timely manner, increase the effectiveness of the recruitment process, and reduce hiring cycle times."

Larry Gregg
Director People Services
WorkSafeBC

Customer Success Story

New York-based Norgate Technology specializes in technology staffing – finding top quality professionals for leading financial services firms, computer manufacturers, and Internet and software development companies. Norgate uses Talent Technology's Talemetry to proactively find the perfect candidates for its rapidly growing nationwide customer base.

Challenge	Source, attract, and place highly skilled, niche-market candidates.
Solution	Access job boards and social networking sites, and draw from an internal database of more than 25,000 candidates.
Benifits	Norgate recruiters find highly qualified candidates quickly and efficiently, maintaining a satisfied customer base and minimizing costs with a growing pipeline of viable candidates.

"Our industry is very competitive. It's a race to get the right candidates, find them, present them, and place them. Talemetry helps us find the best-fit talent faster."

Social media is the hot button in recruiting right now. It can provide information about candidates beyond what they tell us in a resume. As social media in recruiting continues to grow, we expect Talemetry will give us the competitive edge we're looking for."

Larry Cohen
President
Norgate Technology

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About Talemetry

The Talemetry Talent Generation suite is designed to help organizations find, attract, and engage the best talent available, faster and cheaper than they are today. Talemetry allows organizations to source candidates to build talent networks, conduct efficient and effective recruitment marketing, and strengthen candidate engagement.

Talemetry is designed to complement your Applicant Tracking and Talent Management Systems. Whether you have Oracle iRecruitment, Oracle PeopleSoft, Taleo or another system, or do not have anything in place yet, Talemetry can start helping make talent your competitive advantage.

About Talent Technology

Talent Technology has a strong track record of customer successes and services 800+ customers. Over 80 million applicants annually are sourced through Talent Technology's systems for clients every year. The company has deep partner relationships and integrations with key talent services, social networks, job boards, and recruiting software systems. It is an Oracle Gold Partner and has Oracle Validated Integrations. It has a 10 year history of innovation and acquisitions in the recruiting technology industry and a 95%+ client retention rate.

At Talent Technology, we strive to be the most important technology partner for organizations to connect people with the right job. Every time, everywhere. Talemetry is our market leading talent generation suite delivering a unified solution for organizations to source, market to, and engage with candidates. We deliver a set of modules designed to help corporate recruiters, recruiting agencies and job boards of all sizes connect people and jobs.
For more information about Talent Technology or to learn about Talemetry, visit **www.talenttech.com** or follow us on twitter **@talenttechcorp**

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