



LU6 HR ANALYTICS & TALENT ACQUISITION

LEARNING CONTRACT

01

EXPLAIN

the meaning of talent acquisition

02

DISCUSS

the role of HR analytics for talent acquisition

03

IDENTIFY

the challenges of using analytics in talent acquisition

What is talent acquisition?



DEFINITION OF TALENT ACQUISITION (1)

Talent Acquisition (TA) is an important function within HR, responsible for recruiting high quality people for given job positions through various sources under stringent deadlines and cost constraints.



DEFINITION OF TALENT ACQUISITION (2)

Source: <https://www.smartrecruiters.com/resources/glossary/talent-acquisition/>



Talent acquisition refers to the process of identifying and acquiring skilled workers to meet your organizational needs.



The talent acquisition team is responsible for identifying, acquiring, assessing, and hiring candidates to fill open positions within a company.



KEY FUNCTIONS OF TALENT ACQUISITION



It is the responsibility of the Talent Acquisition (TA) function within HR to **recruit the workforce of highest possible quality.**

The TA function **often works under highly variable (and often unclear) demand pipeline of future business requirements.**

The TA function **needs to attract the best possible talent** from a complex supply chain of:

- **educational institutes,**
- **job portals,**
- **employment agencies,**
- **recruitment consultants,**
- **direct sourcing through buddy,**
- **emails, advertisements, walk-ins and web.**

DATA MANAGEMENT IN TALENT ACQUISITION

CHANNELS

The channels differ in terms of the number and quality of resumes sourced, time and cost for sourcing, selection ratio and joining ratio for sourced candidates etc.

HUMAN & ECONOMIC FACTORS

The recruitments themselves need to be done under stringent goals such as shortest possible times-frames, lowest possible recruitment costs/efforts and working at many locations and dealing with diverse domains and technical skills. Moreover, a variety of human and economic factors affect recruitments.

AUTOMATION

Automation of workflow and data management functionality required within TA business processes is supported by modern eHRM software systems

DATA SOURCES

Typical TA data consists of job requirements, sourcing interactions, resumes with annotations, interview teams, locations and schedules, selections, offers, joining, placement and induction.

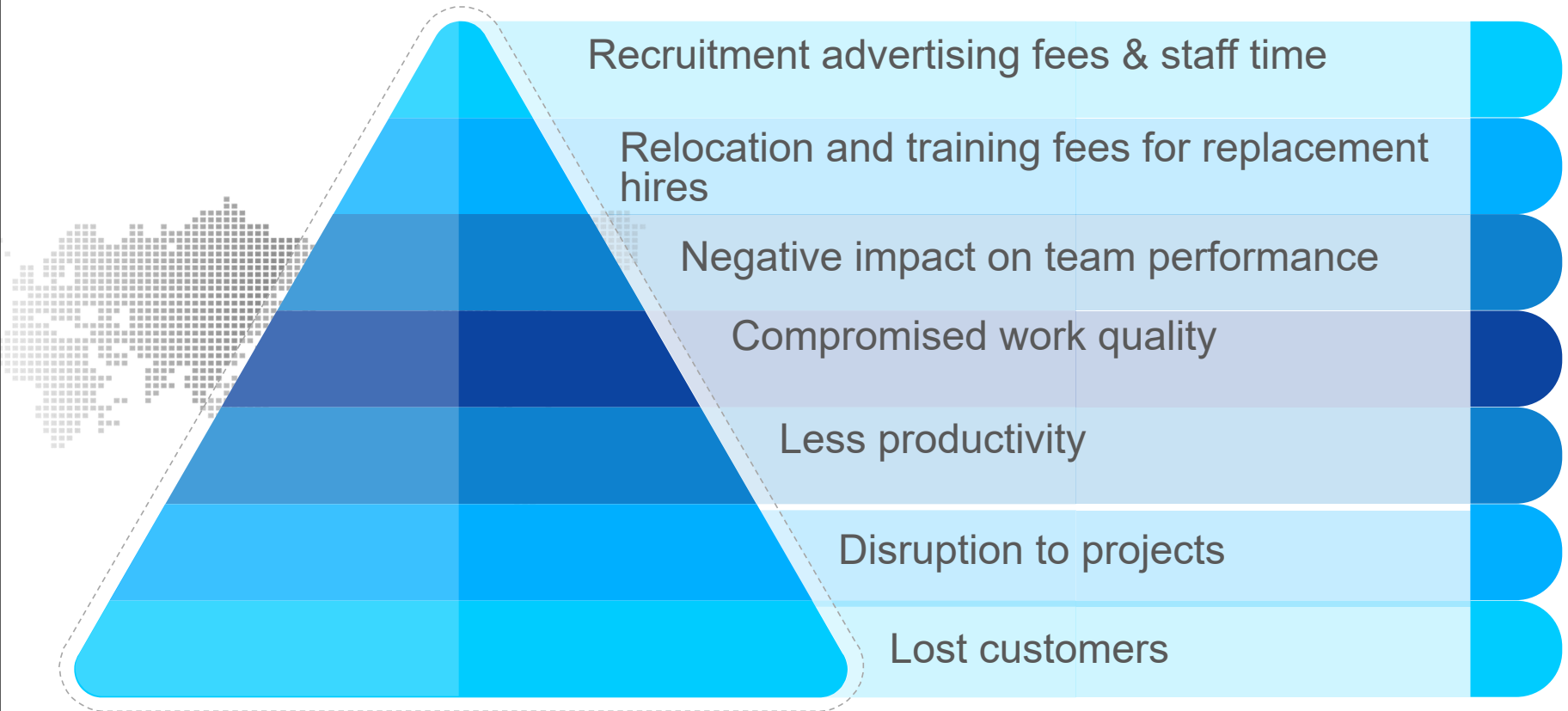
MAJOR STEPS IN A TYPICAL TA PROCESS



**What is the
role of HR
analytics in
talent
acquisition?**



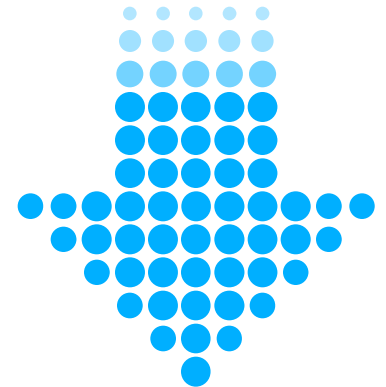
COST OF A BAD HIRE



NEGATIVE EFFECTS OF A BAD HIRE



¾ of employee turnover is due to bad hires



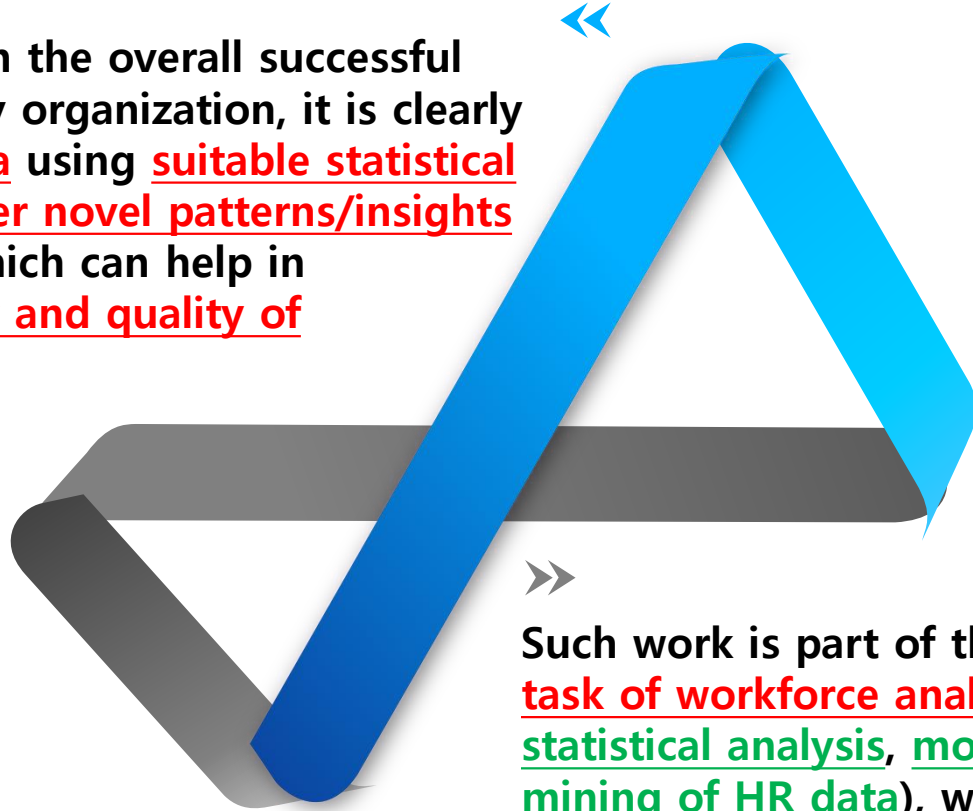
How to avoid bad hire?

The short answer is:
Leveraging Data



THE ROLE OF HR ANALYTICS IN TA

Given the importance of TA in the overall successful operations and growth of any organization, it is clearly useful to analyse past TA data using suitable statistical analysis techniques to discover novel patterns/insights and actionable knowledge which can help in improving the cost, efficiency and quality of recruitments.

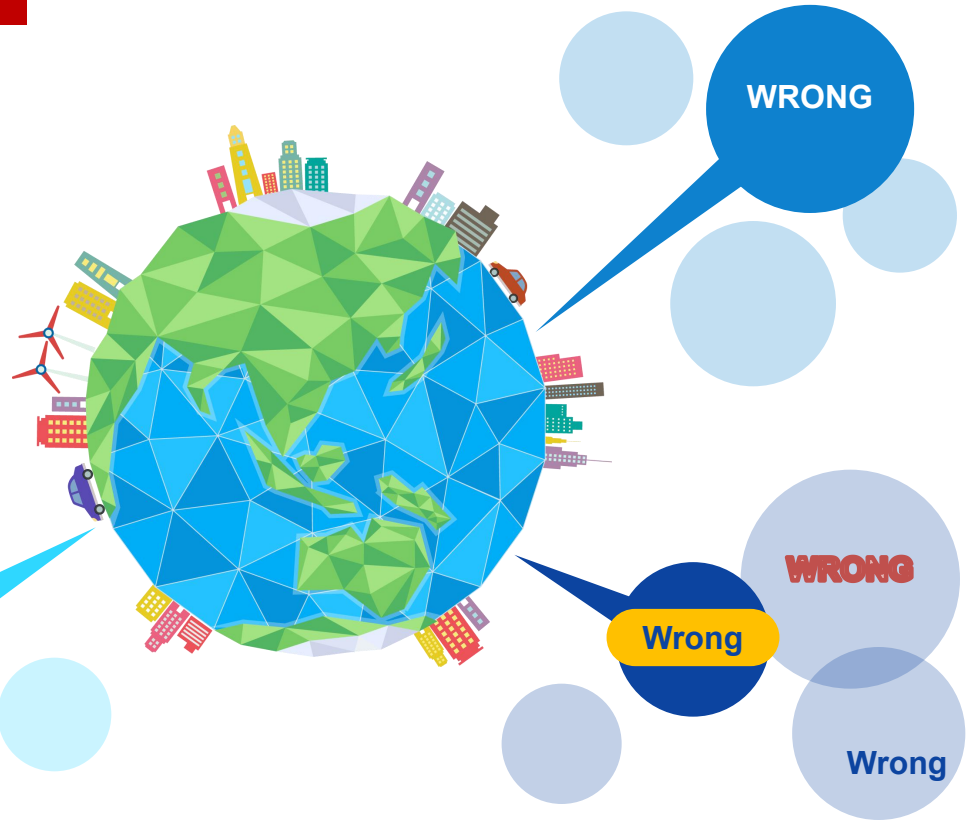


Such work is part of the general task of workforce analytics (i.e., statistical analysis, modeling and mining of HR data), which is gaining importance.

IMPORTANCE OF HR ANALYTICS IN TA

COST OF A BAD HIRE

Nearly three in four employers say they have hired the wrong person for a position, and that their companies lose an average of \$14,900 on every bad hire.



Talent acquisition (TA) analytics



Source:
<https://www.talentlyft.com/en/blog/article/233/talent-acquisition-analytics-what-it-is-why-it-matters>

In short, talent acquisition analytics can be defined as using data to inform hiring strategies and processes.

According to LinkedIn's Global Recruiting Trends 2018, 50% of hiring professionals use big data as part of their strategy, which has helped them with talent acquisition and increased their employee retention by 56%.



SOURCES OF DATA RELATED TO TA

EXAMPLES OF HR ANALYTICS FOR TA

COST PER HIRE

1

- This HR analytic helps organizations measure the total cost of a new hire.
- As recruiters working with HR talent professionals, it's important to be aware of this cost, but we have an even greater opportunity and responsibility to make sure this money is used to hire the right people.

TIME TO FILL AN OPEN POSITION

2

- Using this HR analytic, HR teams might look to reduce costs by shortening the length of time it takes to find a job replacement.
- Recruiters can build efficiencies into this process by finding the right talent to fill the advertised vacancies.

HR EXPENSE FACTOR

3

- This HR analytic measures HR expenses against the organization's expenses as a whole.
- This helps senior leaders to determine if HR practices are too expensive in relation to the company's overall expenses.

BENEFITS OF TA ANALYTICS

01

PREDICT CANDIDATE'S SUCCESS

- Organisation can use HR analytics to predict a job applicant's future performance.
- They can pinpoint what a successful employee looks like and develop a persona that matches.
- That way, they can look for similar characteristics, education and experience when making hiring decisions.



TARGET JOB CANDIDATES

02

- Predictive analytics can help recruiters to quickly identify the right candidates, find them and connect with them.
- Once you have targeted the specific skills and characteristics you are looking for in a candidate, you can use data to figure out where that group is (some social media sites can help you pinpoint this) and post your job ads where they will see them.
- You can even craft the language in the ad/job description to suit the personality of the candidates you are trying to attract.

BENEFITS OF TA ANALYTICS

ELIMINATE BIAS

03

- Data doesn't care about the age, gender or race of an applicant. People on the hand are flawed.
- Often times, hiring managers may have bias. They aren't even aware of that are getting in the way of making the right hiring decisions.
- Our brain forms unconscious biases using knowledge about social situations, attitudes, cultures, stereotypes, emotional reactions and more.
- If you want to avoid bias in recruitment, you can't go wrong with making the decision based on cold, hard facts and data.



TAILOR EMPLOYEE BENEFITS

04

- You can entice top candidates to join your team by matching benefits to their individual values, personality, and behaviours.
- For example, a job candidate with an introverted personality that thrives in quiet environment may appreciate the chance to work from home once a week.
- Not only, will this appeal to the candidate and potentially make the difference in whether or not they accept a position at your company but it will also help maximise their potential as an employee and improve employee satisfaction.

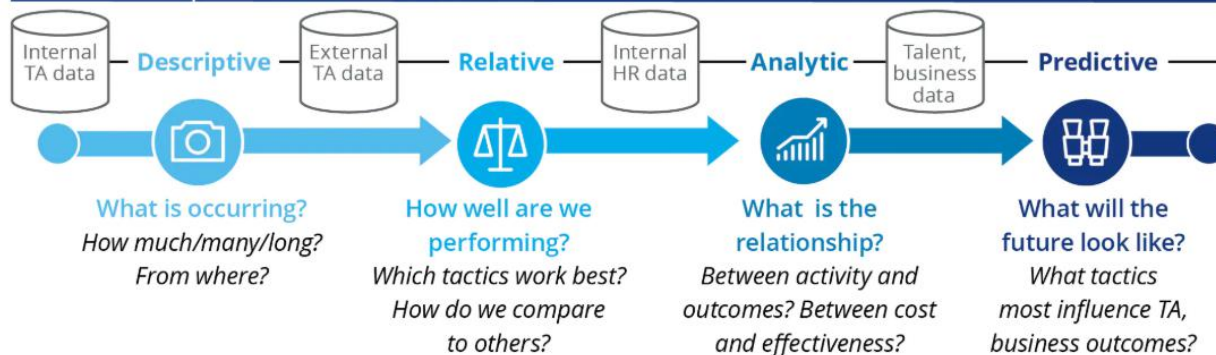
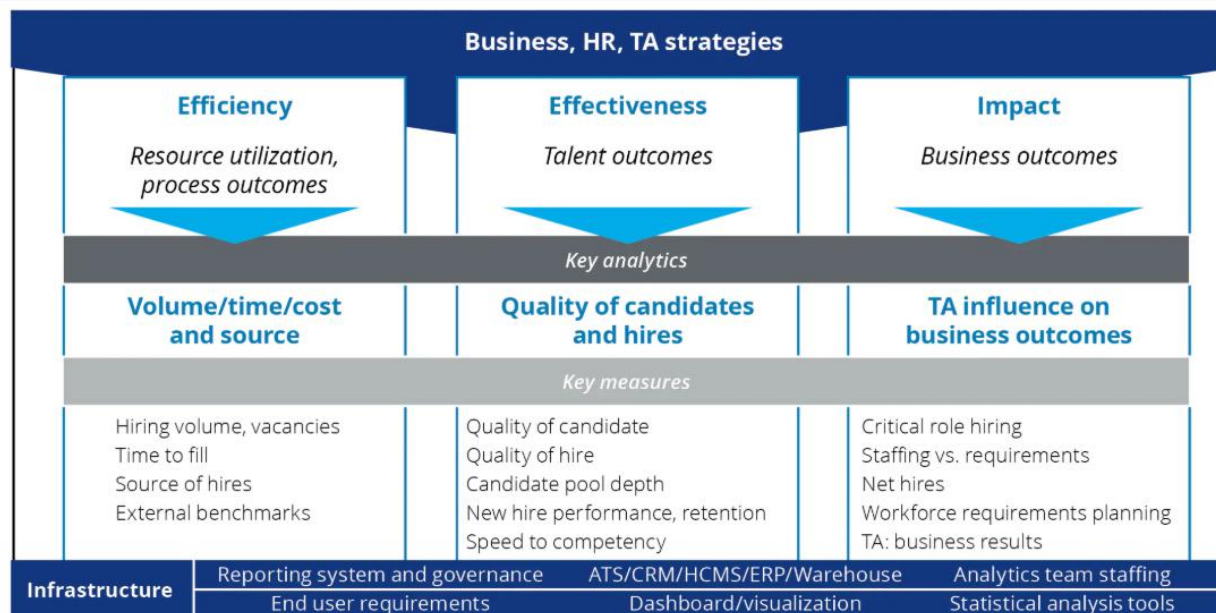
FRAMEWORK FOR HR ANALYTICS IN TA

BUSINESS

HR

**TALENT
ACQUISITION
STRATEGIES**





- TA analytics refers to the systematic discovery of meaningful patterns in data to support decision making related to recruitment and onboarding processes, activities, and outcomes.
- Three primary categories of measurement (efficiency, effectiveness, impact) are leveraged across four types of analysis (descriptive, relative, analytic, and predictive).
- As the framework progresses from left to right, the model increases in complexity of data used, systems tapped, and the sophistication of analytics techniques used.
- A robust infrastructure enables the analyses, with multiple data sources, repositories, analytic tools, staff capabilities, and visualization all focused on the business and information needs of the end users.

HOW TO USE TA ANALYTICS TO ADVANTAGE?

Identify areas of improvement

- By tracking your hiring process, you can better manage your candidate pipeline and determine the right platforms for sourcing candidates.
- The more data you gather, the more insight you will have into whether or not your current talent acquisition strategy is working. You can update and revise your "perfect employee" persona, application process, and job offers over time according to what makes the most sense according to the data.

Create a culture of transparency

- Include employees in your decision-making process and provide the business reasons behind what you are doing.
- Turn to a collaborative recruiting and hiring model and include your employees in the process of customizing certain employee benefits to meet individual needs.

Keep track of important KPIs

- Examine and track market trends, hiring finances, workforce demographics, and any other information you need to analyse your organization's human capital.
- You may want to invest in a dashboard software that can help you quickly and efficiently find trends, correlations, and insights with your data.
- Some of the modern all-in-one-recruiting software have built-in hiring analytics solutions which will save your money and time while enabling you to make more informed decisions.

Let automation do the heavy lifting

- If you work in human resources, chances are that you don't have a lot of extra time on your hands to organize recruiting and hiring information.
- Many recruiting tasks that used to require hours of manual labour can now be automated, such as: candidate screening, application tracking, and interview scheduling.

**What are
the
challenges
of using
analytics in
talent
acquisition?**



CHALLENGES OF USING ANALYTICS IN TA

- There is no unified representation for the many different types of knowledge extracted (decision rules, clusters, associations etc.), making it difficult for end-users to relate extracted knowledge elements.
- The volume of extracted knowledge tends to be large, making it difficult for end-users to filter and use it.
- There is a huge gap between the extracted knowledge and practical business goals of the end-user (e.g., reducing TA costs, improving quality of recruited people etc.)
- This requires a lot of expertise (domain expertise & data mining skills) to select and understand the extracted knowledge and use it to solve business problems.



THANK YOU