IS YOUR COMPANY’S NEED FOR BEST-FIT TALENT...
CEOs and CIOs are devoting *more of their attention* to technology than ever before.

### Expected Share of Organization’s Overall Growth That Will Result From Digital Efforts, Next 3 Years

<table>
<thead>
<tr>
<th>Goal</th>
<th>n</th>
<th>Don’t Know</th>
<th>&lt; 4%</th>
<th>5-9%</th>
<th>10-14%</th>
<th>&gt; 15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating new business or tapping new profit pools: n=257</td>
<td>257</td>
<td>5%</td>
<td>9%</td>
<td>11%</td>
<td>20%</td>
<td>54%</td>
</tr>
<tr>
<td>Building competitive advantage in an existing business: n=391</td>
<td>391</td>
<td>7%</td>
<td>20%</td>
<td>22%</td>
<td>20%</td>
<td>31%</td>
</tr>
<tr>
<td>Shoring up existing business &amp; keeping pace with competitors: n=99</td>
<td>99</td>
<td>5%</td>
<td>26%</td>
<td>25%</td>
<td>13%</td>
<td>30%</td>
</tr>
<tr>
<td>Cutting costs to improve operating margins: n=93</td>
<td>93</td>
<td>14%</td>
<td>42%</td>
<td>21%</td>
<td>12%</td>
<td>11%</td>
</tr>
</tbody>
</table>

*Figures may not sum to 100%, because of rounding*

Source: http://www.mckinsey.com/insights/business_technology/the_digital_tipping_point_mckinsey_global_survey_results
These same CEOs and CIOs rank customer engagement as the top technological strategic priority. Yet, they report that their largest hurdle relates to talent acquisition.

<table>
<thead>
<tr>
<th>Top Strategic Technology Priorities</th>
<th>Biggest Challenges to Achieving Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Respondents n=850</td>
<td>% of Respondents n=850</td>
</tr>
<tr>
<td>Digital engagement of customers</td>
<td>Digital engagement of customers</td>
</tr>
<tr>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>21%</td>
<td>Difficulty finding talent</td>
</tr>
<tr>
<td>18%</td>
<td>Organizational structure not designed adequately for digital</td>
</tr>
<tr>
<td>Digital innovation of products, operating model, or business model</td>
<td>22%</td>
</tr>
<tr>
<td>24%</td>
<td>Business processes too inflexible to take advantage of new opportunities</td>
</tr>
<tr>
<td>21%</td>
<td>Lack of quality data to inform business decisions</td>
</tr>
<tr>
<td>19%</td>
<td>Inability to adopt an experimentation mind-set that is key for best practices</td>
</tr>
<tr>
<td>Big data and advanced analytics</td>
<td>14%</td>
</tr>
<tr>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>15%</td>
<td>19%</td>
</tr>
<tr>
<td>Digital engagement of employees, suppliers, or business partners</td>
<td>9%</td>
</tr>
<tr>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Digital customer-life-cycle management</td>
<td>8%</td>
</tr>
<tr>
<td>14%</td>
<td>18%</td>
</tr>
<tr>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Automation</td>
<td>14%</td>
</tr>
<tr>
<td>10%</td>
<td>18%</td>
</tr>
<tr>
<td>10%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Source: http://www.mckinsey.com/insights/business_technology/the_digital_tipping_point_mckinsey_global_survey_results
When asked directly about their opinion regarding the value of hiring the right people, managers and recruiters agree that hiring the right people has a direct impact on a company’s ability to achieve its strategic goals.

80% of hiring managers & 84% of recruiters AGREE that talent acquisition is the key to a company’s overall success and profitability.

Source: iCIMS Hire Expectations Institute Proprietary Research
Perhaps technology priorities are being misplaced ...

Talent acquisition initiatives – clearly stated as necessary for achieving strategic goals – continue to suffer because executives don’t see the elephant in the room.

The disconnect is clear: Talent acquisition needs to be a top technology priority.
But change isn’t easy.
According to a recent PwC Survey,

93% of CEOs find that they need to change their strategy for attracting and retaining talent.

but

61% Don’t know where to start.

These CEOs are not alone. For example…

Source: PwC 17th Annual Global CEO Survey 2014
While employers claim to recognize the importance of talent, a recent survey from Deloitte found that *most companies are wholly unprepared to implement the changes required to strengthen their talent acquisition operations.*

The Human Capital Capability Gap Index:
The Deloitte Human Capital Capability Gap Index is a research-based index that shows HR's relative capability gap in addressing a given talent or HR-related problem. It is computed by taking an organization's self-rated 'readiness' and subtracting its 'urgency,' normalized to a 0-100 scale. For example, if an organization feels that an issue is 100% urgent and it also rates itself 100% capable and ready to address the issue, the capability gap would be zero. These gaps which are almost always negative, can be compared against each other.

The Capability Gap Grid
By plotting the gaps on a grid (with readiness on the vertical and urgency on the horizontal), we can see how capability gaps vary among different countries and industries.

- Capability gaps at the lower right part of the grid are those of high urgency and low readiness (areas that warrant major increases in investment).
- Capability gaps at the upper right part of the grid are highly urgent, but companies feel more able to perform in these areas (they warrant investment but are lower priority than those at the bottom right).
- Capability gaps on the left side of the grid are of lesser importance, and those lower in the grid are areas of less readiness.

You may be wondering,

“How are companies unprepared for something as mission critical to performance as talent acquisition?”

The majority of organizations have failed to mature in their recruitment efforts and continue to rely on antiquated technology solutions.

- The Aberdeen Group

Now, let’s dive in and look at the problem in more detail...
Having the best Applicant Tracking System (ATS) is a vital start in today’s competitive hiring environment.

Unfortunately, while approximately 66% of organizations surveyed state that they are using some type of ATS, 64% of respondents are not completely satisfied with the features and functionality provided by their ERP or HRIS ATS module.

This is really not surprising since homegrown and ERP-delivered HR modules are typically not designed with talent acquisition’s needs at the forefront.

Nor are they equipped to leverage the latest technologies in use in the evolving candidate landscape – like social, video, and mobile.
Beyond the basics, the best talent acquisition departments incorporate cutting-edge technology, such as social, mobile, and video capabilities.

For example, video screening tools help businesses reduce recruitment costs while making it easier to identify best-fit talent.

As a result of using Video Screening, recruiters report:

80% decrease in time required for effective screening*

57% decrease in time-to-fill*

Surprisingly, only about 14% of businesses report that their talent acquisition technology vendors provide video capabilities.

Considering these significant operational and financial benefits, video screening tools are critical for companies that want to win the war for top talent.


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And, what good is talent acquisition technology if it cannot accommodate social recruiting?

Considering that 74% of all Internet users have at least one active social media account, it is clear that social recruiting is a natural way to reach the largest candidate audience for the lowest cost.

While 60% of organizations state that social recruiting is a top priority, only 21% of companies use social recruiting technology. Enterprise-level organizations have the lowest adoption rates of any business segment, with only 8% adoption of social recruiting technology.

Despite the fact that many companies claim that they plan to implement social recruiting strategies within the next year, companies using ERP or HCM software will find that they are technologically unprepared to support that strategy.

Companies forgoing social recruitment technologies are neglecting a key channel for employee referrals and additional employment brand exposure.

What Talent Acquisition Tactics Do You Plan to Implement or Improve in 2015?

Source: iCIMS Hire Expectations Institute Proprietary Research
Let’s not forget mobile!

Over the past year, iCIMS has been monitoring traffic consisting of more than 200 million job seekers visiting iCIMS-hosted mobile-responsive career portals to observe job seekers’ mobile behavior. *Mobile usage among job seekers has shown a staggering 75% increase.* Additionally, we’ve seen a dramatic increase in job seekers’ conversion from “just looking” to actually applying for a job.

Only 19% of businesses have implemented mobile-optimized career portals.

With candidates increasingly applying for jobs from their mobile devices, businesses must implement mobile-responsive career portals if they want to protect their recruitment marketing investments and win the war for top talent.

Source: http://www.icims.com/hire-expectations-institute/for-employers/article_mobile-matters
Successfully recruiting the best talent requires a merge between recruitment and marketing.

Building talent pools is a top priority for many companies. But, once you have people interested in your company, you need to nurture their interest with marketing tactics.

Only about 20% of businesses report actively using software dedicated to building and nurturing talent pools, such as a recruitment marketing automation tool.

For organizations to win the war for top talent, they have to turn passive interest into active interest by nurturing candidates with automated recruitment marketing campaigns!

Source: iCIMS Hire Expectations Institute Proprietary Research
Finally, studies by Aberdeen Group have shown that there is a correlation between effective onboarding and employee engagement/retention. Considering the importance of onboarding and the complexity of coordinating a new hire’s assimilation, companies should maximize onboarding efficiency and productivity – as well as reduce risk – with technology.

Which Statement Best Describes Your Use of Onboarding Technology Today?

- 54%: We do not leverage any technology to support new hire onboarding
- 23%: Using an organized onboarding process using features within our ERP/HRIS
- 14%: Using an onboarding software that is integrated with our ATS
- 9%: Using a stand-alone onboarding software

Unfortunately, 63% of companies using an ERP/HRIS onboarding module are not completely satisfied with its features and functionalities.

It is imperative to protect your recruitment investments by reducing turnover with top notch onboarding. Onboarding is too important to not have the best technology supporting it!

Source: iCIMS Hire Expectations Institute Proprietary Research
Why should the elephant in the room *matter to you?*
Companies have identified that their current processes will not be enough to carry them through the 21st century. We live in a fast-paced global economy where technological innovation has made nearly constant change inevitable. When we talk about talent acquisition today, we use phrases and concepts that weren't part of our industry's lexicon just a few years ago: mobile, Search Engine Optimization (SEO), video interviewing, social recruiting, and talent networks. Yet, when it comes to making technology investments, talent acquisition initiatives fail to get the priority they need in order for organizations to maintain a competitive advantage.

Needless to say, the status-quo is unsustainable in order for companies to meet their hiring objectives.

Some HR executives know this and have begun piecing together their own talent acquisition solutions with individual technologies and systems. This patchwork approach is costly, time consuming, and also risky, as companies may suffer significant data loss and reporting and workflow limitations. This approach is also unnecessary, as a complete Talent Acquisition Software Suite already exists!

Savvy, innovative organizations realize that they must keep up with evolving trends if they want to come out ahead in the war for top talent. Only a dedicated Talent Acquisition Suite is able to keep your company's recruitment efforts ahead of the curve.

“For years analysts speculated that this market will become dominated by the ERP providers. Not true.”
– Bersin by Deloitte
According to Aberdeen Group, organizations struggling to identify and/or attract the best talent must rethink their current strategies and technology in order to align talent with corporate objectives.

Organizations must consider solutions that will provide deep domain expertise and address the unique challenges and strategies involved in recruiting top talent. As a result, 84% of Best-in-Class organizations invest or plan to invest in best-of-breed ATSs rather than solutions from traditional human resources management systems (HRMS) providers.

- The Aberdeen Group

Defining the Benefits of Being a Best-in-Class Organization

- 94% of their first-year employees are retained
- 80% of employees receive ratings of “exceeds expectations”
- 15% year-over-year improvement in hiring manager satisfaction

Final Thoughts

Though most sources agree that the job market is growing slowly, employee confidence in the job market is at its highest level in six years according to a recent Glassdoor survey. Employees feeling more optimistic about the job market is a strong indicator that many may be looking to make their next career move soon. With this in mind, employers should be prepared for a highly competitive job market. To win the war for talent, employers need to get ahead of this trend and prepare by putting the appropriate talent acquisition technologies in place now!

*iCIMS, a leading provider of innovative Software-as-a-Service (SaaS) talent acquisition solutions, is an Inc. 500 and Software Satisfaction honoree focused on helping businesses win the war for top talent through the implementation of easy-to-use, scalable solutions that are backed by award-winning customer service.*

*iCIMS*’ Talent Platform, the industry's premier candidate management solution, enables organizations to leverage mobile, social, and video technologies to manage their entire talent acquisition lifecycle from building talent pools, to recruiting, to onboarding all within a single web-based application. With more than 2,500 clients worldwide, *iCIMS* is one of the largest and fastest-growing talent acquisition system providers with offices in North America, UK, and China.

To learn more about how *iCIMS* can help your organization, visit [http://www.icims.com](http://www.icims.com), call us at (800) 889-4422, or view a free online demo of the *iCIMS* Talent Platform.
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