TA Transformation Playbook

Get step-by-step guidance to improve people, process and technology for better recruitment outcomes

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Talent acquisition has **evolved**

To build a workforce that can reach business goals, TA leaders need to transform their organizations.

Talent acquisition has evolved from a linear and transactional process to an ongoing lifecycle.

Those who haven't kept up with this change are in a tough spot as they try to keep up with the constantly changing labor market. Even leaders who have kept up are concerned about what their organization will be able to accomplish in the next five years.

The key to long-term TA growth? Build a strong foundation of people, processes, and technology that can adapt to external challenges and industry trends.

This playbook will help you as a leader identify areas of transformation across the talent lifecycle so you can build a foundation for long-term growth.

3 areas of transformation

People: Identify symptoms, inspect challenges, and evaluate solutions

Process: Create an end-to-end workflow, identify issues, adapt, compare KPIs to goals, and repeat

Technology: Review your tech stack and cut through the clutter to simplify and support your TA transformation

Transform TA through **people**

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Step 1
Identify symptoms

Figuring out where you can improve your TA organization is like going to the doctor. You need to understand your symptoms to get the right diagnosis. Make a list of the challenges you've observed and do your best to identify the root cause of each issue.

If you experience:	Then you may have:
Overwhelmed and burned-out recruiters; consistently adding headcount that is short-term and expensive	**Staffing challenges**
Inefficient or complicated hiring processes; team members spending too much time on administrative work	**Skills or competency challenges**
Feeling lost when evaluating team performance; making changes that don't stick or are ineffective	**Performance management challenges**

Step 2
Inspect challenges

Start your transformation with the efforts that will have the greatest impact. Ask questions like the ones below to dig deeper into your challenges. Is there a common root cause? Which challenges are quick and easy to fix? Which are too costly to ignore?

Staffing Challenges

- What does it cost to add headcount that doesn't stick?
- Do I need to re-structure my team to align existing skills with needed job functions?
- Are my team member's skills supported through their technology?
- Does my team experience higher levels of turnover than other departments? If so, how can I better engage and retain my employees?

Skills or competency challenges

- When was the last time my team received training? Has technology or best practice changed significantly since then?
- What processes are time-consuming or wasteful for my team?
- Are there opportunities to promote team members who have a higher mastery of crucial skills?

Performance management challenges

- Can I see my data in real-time and across the entire talent lifecycle?
- How long does it take to put together reports? Does the time commitment prevent users from checking their KPIs?
- Are leaders across the business able to view high-level metrics relevant to their organization and drill down into user-level details?

Step 3
Evaluate solutions

To keep up with the ever-changing nature of TA, consider solutions that are agile, cost effective, and well-rounded. Technology is a great place to start. With the right tech stack, you can solve for today's challenges and maintain the flexibility you need to adjust to future industry changes.

Support people with technology:

- Automated recruiting workflows help users scale their work without an exponential increase in cost
- Involve team members in tech implementations and offer stretch assignments to uncover hidden skills
- Use role-oriented dashboards to identify KPIs and allow unique team members to focus on actionable metrics

Dumping data into spreadsheets?

Data visualizations in the iCIMS Talent Cloud platform illustrate a story of your data without the need to export and manually manipulate uncoordinated sources of truth. See five examples of data visualization in our ebook, **5 Actionable Dashboards for Key TA Players**.

Transform TA through **process**

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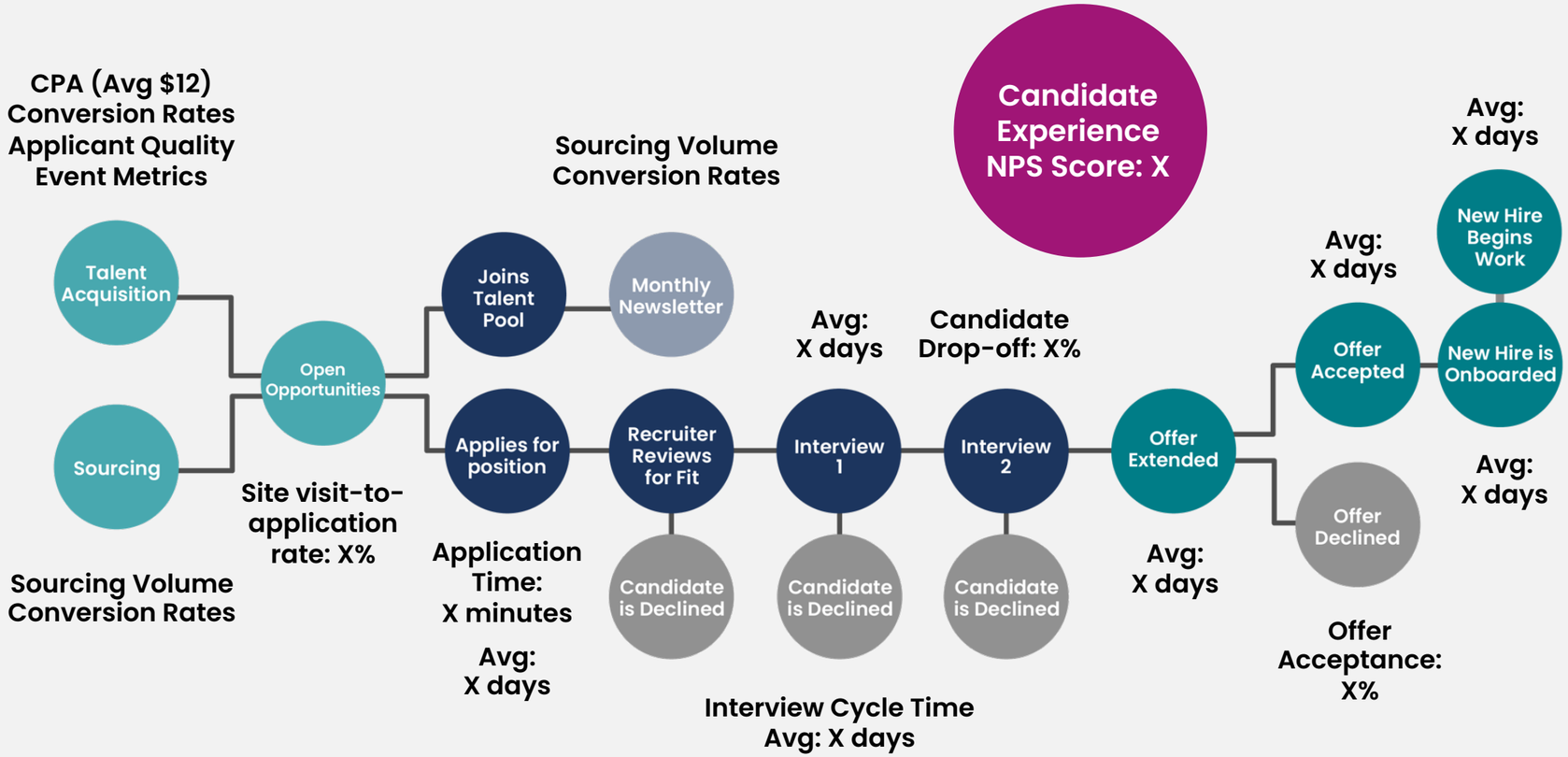
Step 1
Document your end-to-end workflow

Overhauling your TA process is a major undertaking, but it doesn't have to be complicated. Follow the three steps below to quickly set a baseline for your process transformation.



Document your baseline

Create an 'as-is' workflow that details the important milestones of your current process. This should include steps to attract, engage, hire, and advance your talent.

Layer in the KPIs you'll measure at each milestone. If you don't have a clearly defined set of KPIs, do that first. Then, add your metrics to your dashboard to easily evaluate current performance.

Review KPIs with your team to get feedback about each milestone in your process. As a group, define what is working well so you don't make unnecessary changes or mess up effective processes. Then, make a list of the areas that need improvement based on your KPIs and goals.

Step 2
Identify process issues

Now that you know where the gaps are and where you're doing well, review your end-to-end workflow and look for specific process issues.

3 common areas for process issues:

Bottlenecks and duplicate work. Where are the bottlenecks that hold up the process? Where is your team doing the same work over and over again?

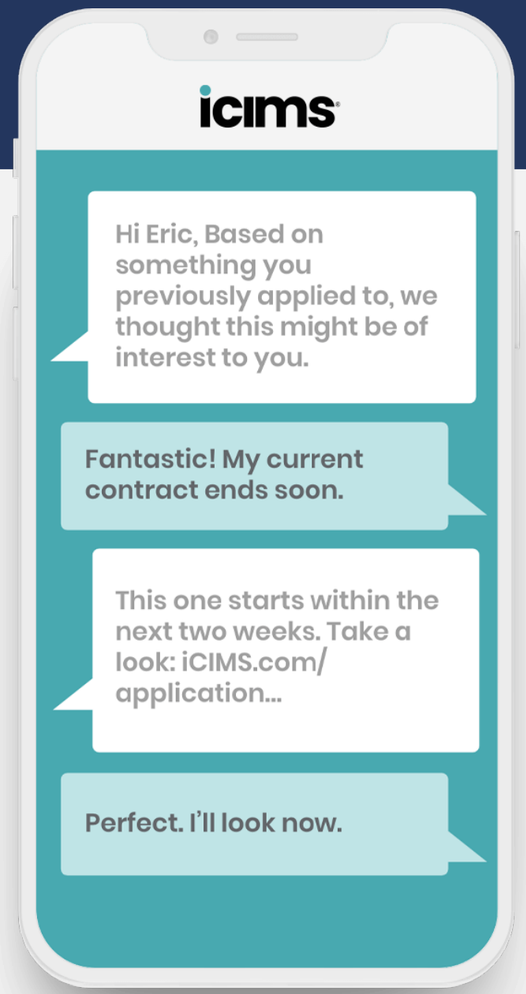
Hidden costs. For example, if 50 recruiters spend 500 hours per month on scheduling at $50 per hour, that equals $100,000 per month spent on scheduling! This time and budget could be spent on more value-added activities. Where might you have hidden costs?

Candidate experience. Hard to navigate career sites, lengthy applications, and poor recruiter communication can drive applicants out of your funnel. How can you improve these process issues without impacting recruiter productivity?

Get more applicants in the door

Attract and engage more qualified candidates with KPIs that help you refine and improve your talent strategies.

Get the full list of KPIs here.



Step 3
Adapt, Evaluate, Repeat

As talent acquisition continues to evolve, your processes will need to adapt along with it. Track your KPIs against your goals, adjust your strategies based on data, and repeat.

Transformation in action

AmTrust's manual recruitment processes and disparate HR systems were unable to support its expansive growth. By 2015, AmTrust was spending $16 million with staffing agencies to source and hire talent.

It was time for a transformation. AmTrust switched their tech stack to iCIMS unified talent acquisition platform and streamlined the organization's recruiting strategy. By 2018, AmTrust was able to slash the use of external staffing agencies and save $13 million. They also cut time to hire by 50% and experienced a 700% growth in talent pipeline.

AmTrust

"We have a great foundation, we've accomplished the things we have set out to accomplish as far as the build, now it's about AmTrust talent acquisition 2.0."

Former Vice President of Talent Acquisition

$13M

Savings in recruitment costs

Transform TA through **technology**

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Step 1
Review your tech stack

How will your existing technology support transformation? If your current tech stack doesn't align with the capabilities you need tomorrow, then it's time to re-evaluate.

Questions to ask:

1. How do all my TA tech tools fit within my tech stack? Does my current tech stack deliver an ROI?
2. Can I repurpose spend by canceling old technology that contributes to hidden costs or no longer meets my needs?
3. Was my team able to easily adopt the technology into their workflows? Is automation available to reduce time spent on manual tasks?
4. When I look at my end-to-end process workflow, how can my existing technology resolve current issues or help me scale?
5. If I add point solutions to my platform, would that resolve my process issues? Would I still get an ROI?

Step 2

Cut through the clutter of TA tech

The TA technology landscape has exploded. There are hundreds of solutions available for recruiting and talent management, which can make any leader feel overwhelmed. To cut through the clutter, narrow your search to a unified platform.

The value of a united TA platform:

- Deliver a simplified experience for recruiters, hiring managers, candidates, and employees
- Create engaging experiences across the entire talent lifecycle – from talent attraction to employee mobility
- Make more informed decisions with a cohesive view of your data

What's your ROI?
Calculate the potential business value of a unified TA platform with our value calculator.
Click here to get your personalized report.

Key Takeaways

The key to long-term TA growth is to build a strong foundation of people, processes, and technology that allows you to continuously evaluate and evolve your talent strategies. Adapt to external challenges and industry trends with a formula for transformation across the talent lifecycle.

1. **People:** Identify symptoms, inspect challenges, and evaluate solutions

2. **Process:** Create an end-to-end workflow, identify issues, adapt, compare KPIs to goals, and repeat

3. **Technology:** Review your tech stack and cut through the clutter to simplify and support your TA transformation

Attract ▶ Engage ▶ Hire ▶ Advance

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The Talent Cloud

The iCIMS Talent Cloud is a future-fit platform built for talent acquisition and mobility. See how enterprise organizations power transformation across the entire talent journey.

Learn more