



## **Talent acquisition: Enter the cognitive recruiters?**

The Dbriefs HR Executives series

Robin Erickson, Vice President, Bersin, Deloitte Consulting LLP  
Bill Cleary, Senior Manager, Deloitte Consulting LLP

November 7, 2017

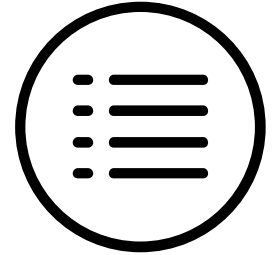
# Bersin<sup>TM</sup>

# Today's agenda

- Candidate experience journey
- Sourcing strategies
- Artificial intelligence
- Upcoming High-Impact Talent Acquisition study
- Key takeaways/Q&A



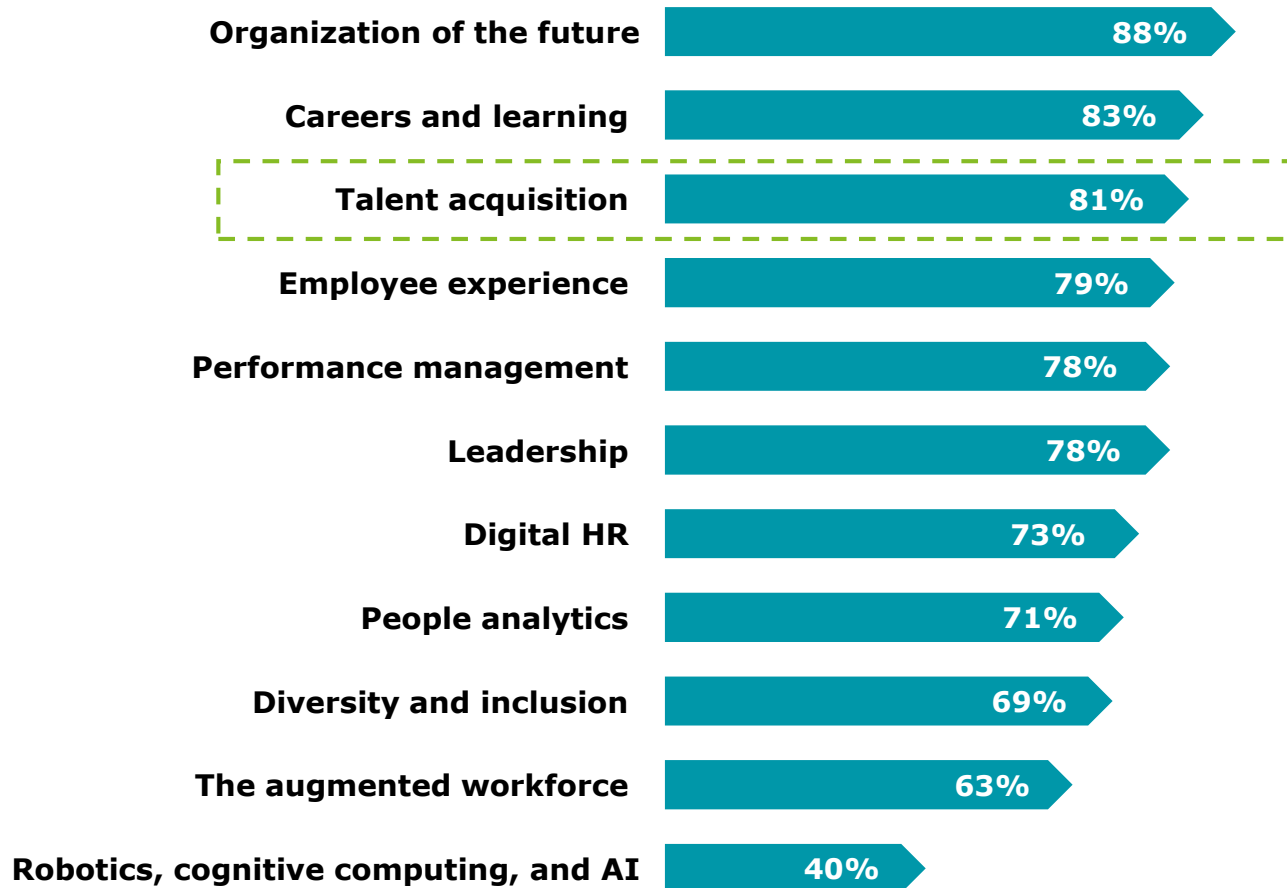
# Polling question #1



How important is Talent Acquisition (TA) in your organization?

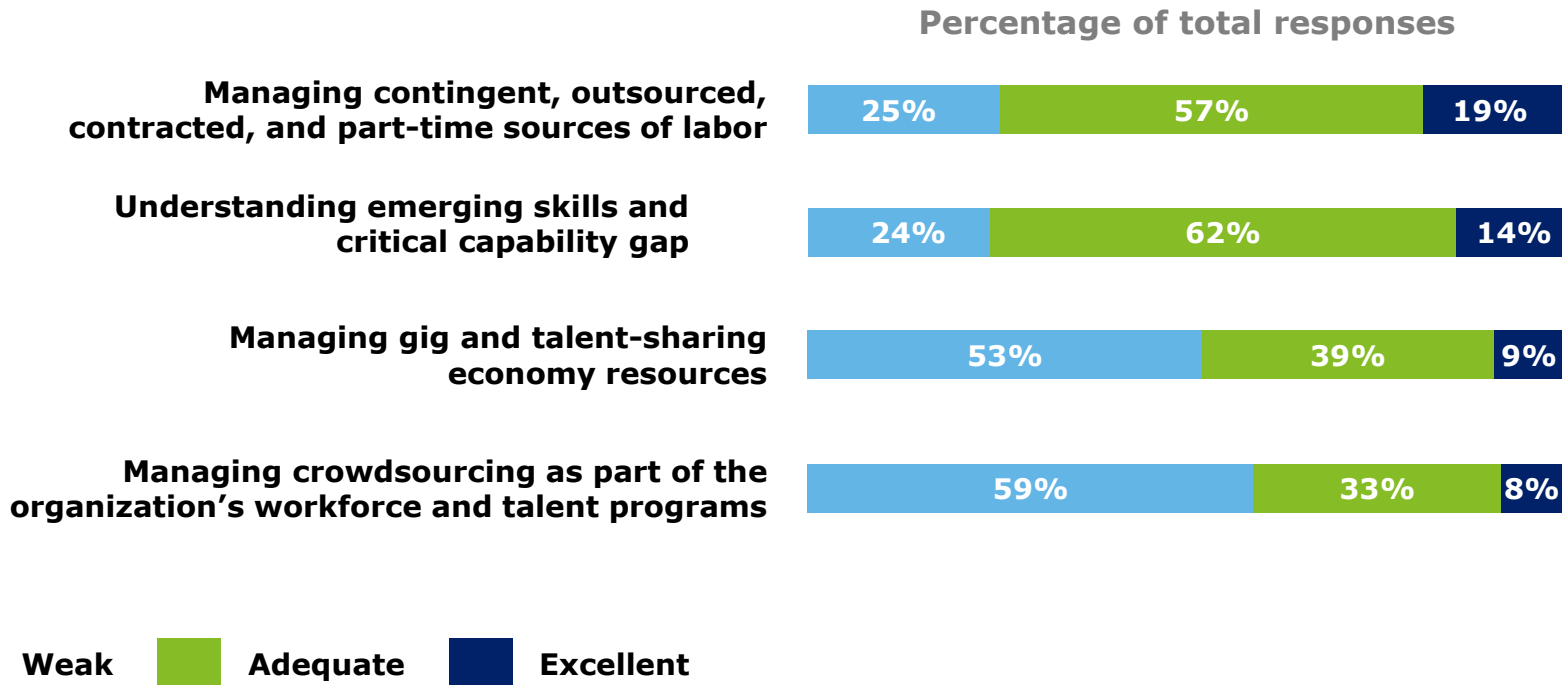
- Critical issue for CEO
- Important to Human Resources/Talent Management
- Always back burner
- No one cares about TA as long as we fill positions
- Don't know/Not applicable

# TA is a top HR priority



**Source:** 2017 Global Human Capital Trends: Rewriting the Rules for a Digital Age, Deloitte Development LLP and Deloitte University Press, 2017.

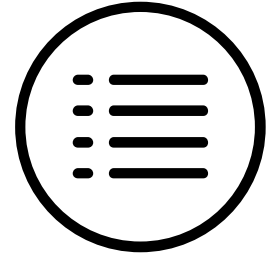
# However, many TA functions are struggling



**Source:** 2017 Global Human Capital Trends: Rewriting the Rules for a Digital Age, Deloitte Development LLP and Deloitte University Press, 2017.

# Candidate experience journey

## Polling question #2



Do you measure candidate experience?

- We measure accepted and rejected candidate feedback
- We only measure accepted candidate feedback
- We're thinking about measuring candidate experience
- Help! Where should we start?
- Don't know/Not applicable

# Key moments that matter on candidate journey



**Source:** *Candidate Experience*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, 2017.

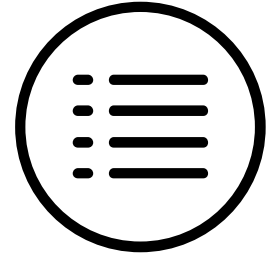
# Sourcing strategies

# Sourcing channels regularly utilized



**Source:** *Strategic Talent Sourcing: Improve Blend of High-Quality Channels (Part I)*, Bersin, Deloitte Consulting LLP/Robin Erickson, PhD, 2017.

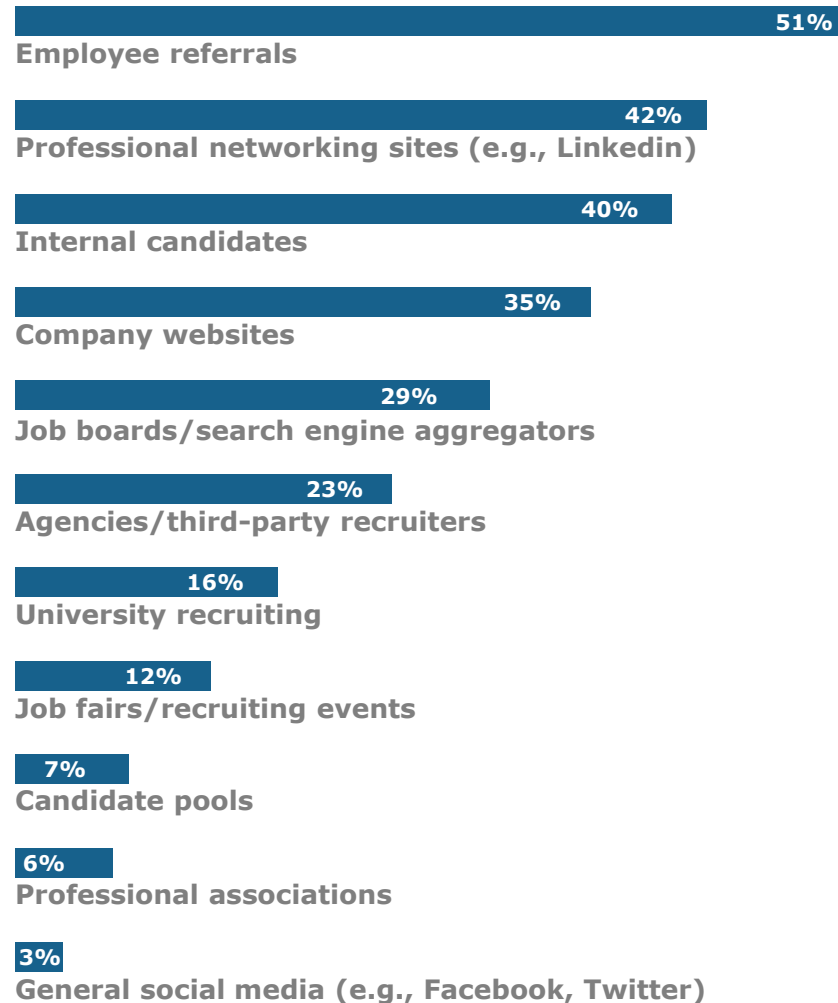
## Polling question #3



What is your top sourcing channel for quality candidates?

- Job boards
- Employee referrals
- Professional networking sites
- Agencies/third-party recruiters
- Internal candidates
- Company website
- Don't know/Not applicable

# Top sources organizations use to yield the highest quality hires



**Source:** *Strategic Talent Sourcing: Improve Blend of High-Quality Channels (Part I)*, Bersin, Deloitte Consulting LLP/Robin Erickson, PhD, 2017.

# Top source #1: Employee referral power

Employee referrals were the number one source of high quality candidates according to 51% of survey respondents



**Source:** *Strategic Talent Sourcing: Improve Blend of High-Quality Channels (Part I)*, Bersin, Deloitte Consulting LLP/Robin Erickson, PhD, 2017.

## Top source #2: Professional networking sites

42% of survey respondents stated that professional networking sites yielded the highest quality hires.



**Relatively low cost**  
**High or low touch**  
**Often required to be competitive**

**Source:** *Strategic Talent Sourcing: Improve Blend of High-Quality Channels (Part I)*, Bersin, Deloitte Consulting LLP/Robin Erickson, PhD, 2017.

## Top source #3: Internal candidates

Internal hires were the third channel said to yield a high-quality hire for 40 percent of surveyed TA professionals

### Internal candidates tend to be...

#### More Adaptable

Require significantly less time to adapt to a new position

#### Higher Performers

Receive better performance reviews

#### Cost Savings

Are generally paid less than external hires

Progressive TA functions leverage internal mobility programs not just to fill vacant positions, but also to help bolster employee engagement and foster product innovation with an influx of fresh ideas

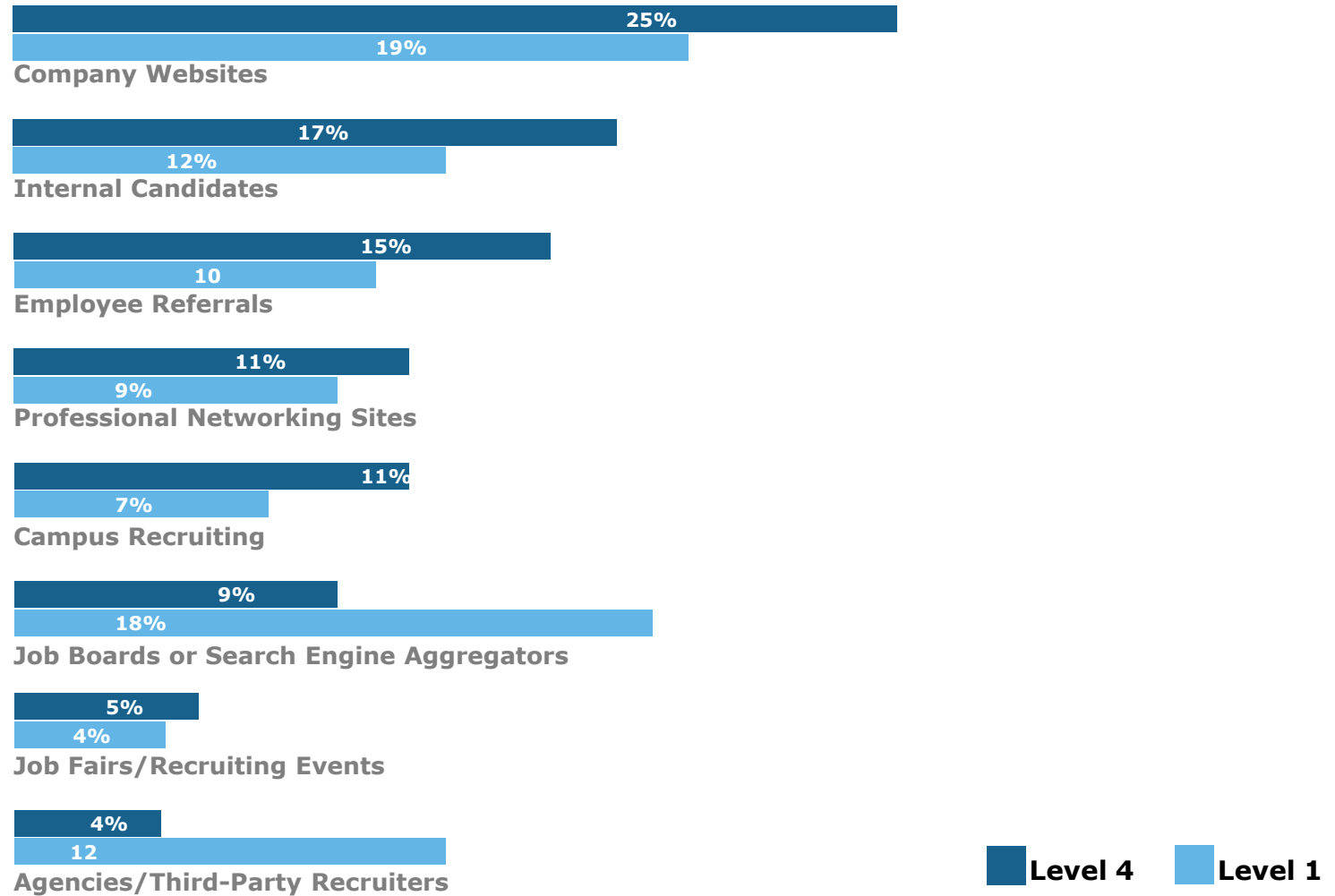
**Source:** *Strategic Talent Sourcing: Improve Blend of High-Quality Channels (Part I)*, Bersin, Deloitte Consulting LLP/Robin Erickson, PhD, 2017.

# Talent sourcing maturity



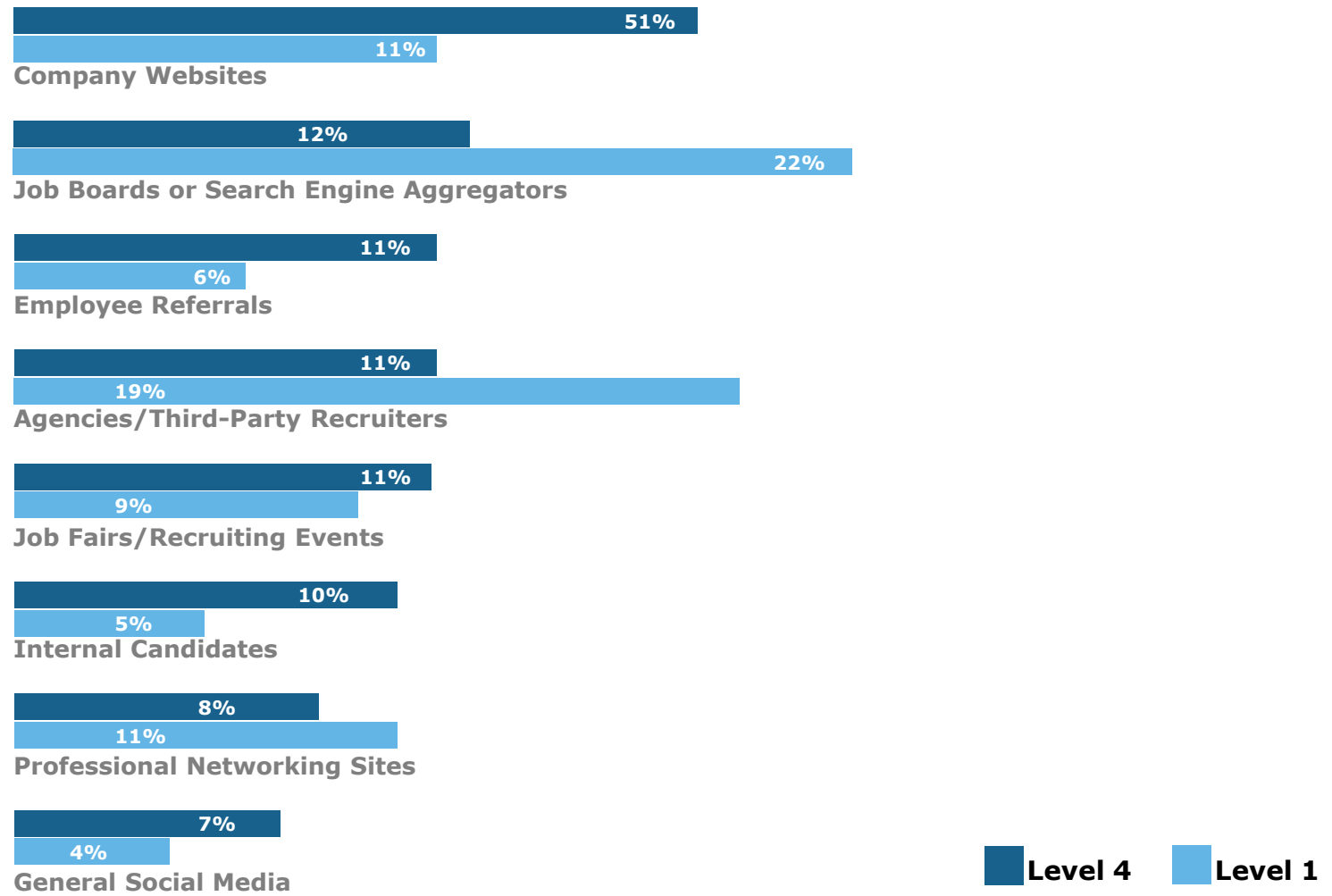
**Source:** *Strategic Talent Sourcing: Assess and Build Maturity (Part II)*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, 2017.

# Mature TA functions use different sourcing channels than less mature TA functions



**Source:** *Strategic Talent Sourcing: Assess and Build Maturity (Part II)*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, 2017.

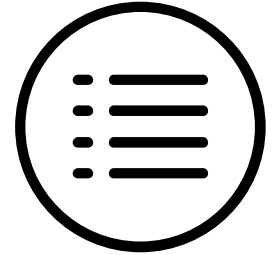
# Mature TA functions spend differently than less mature TA functions



**Source:** *Strategic Talent Sourcing: Assess and Build Maturity (Part II)*, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, 2017.

# Artificial intelligence

## Polling questions #4

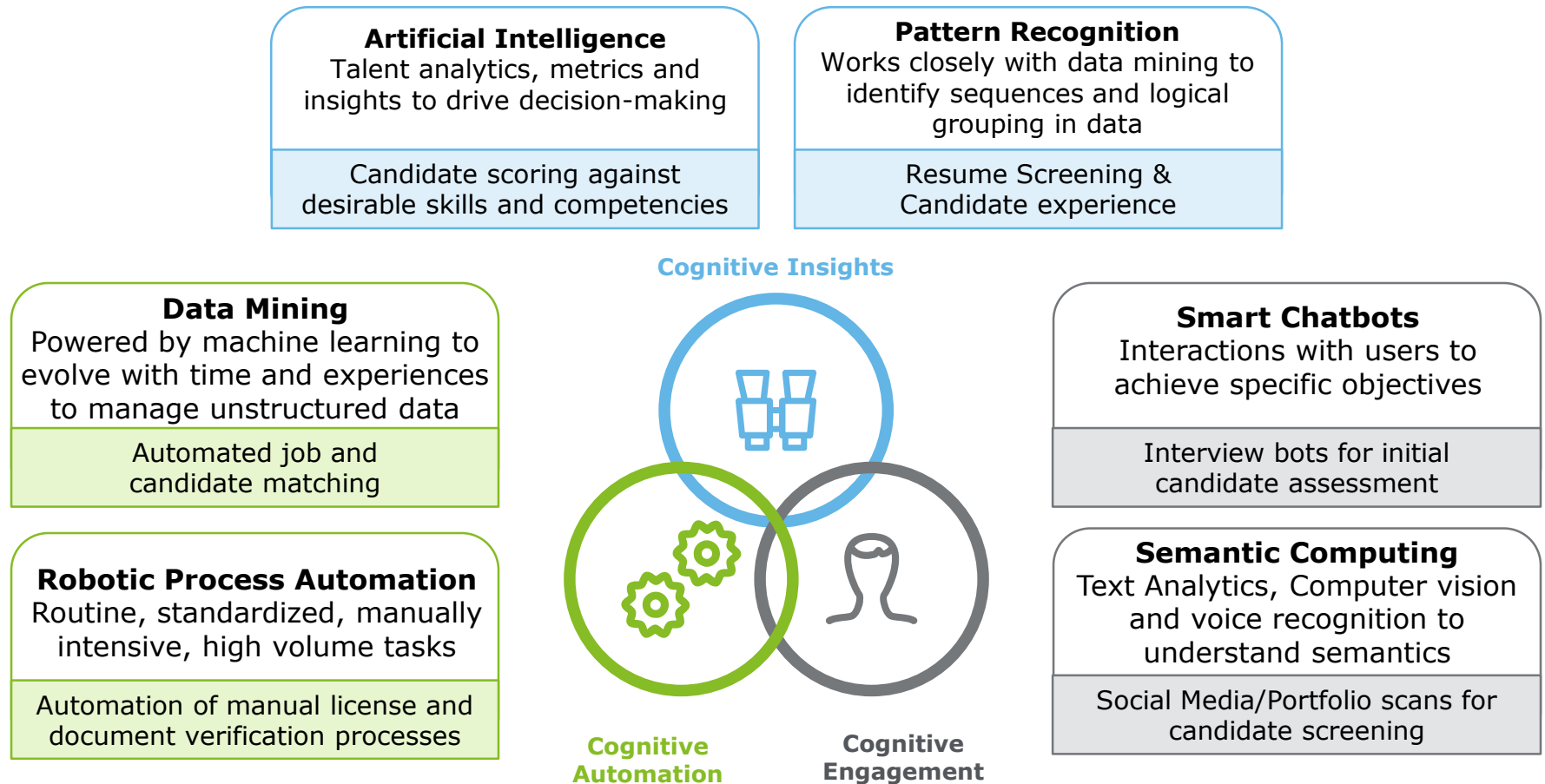


How important is AI to your organization?

- AI drives our TA technology strategy
- We're experimenting with AI
- We're investigating which AI technology to purchase
- We don't have the budget for AI
- What is AI? Tell me more!
- Don't know/Not applicable

# AI in TA

Intelligent automation in TA occurs in all three domains of artificial intelligence which starts with assessing the current state model to identify the short term opportunity in the end to end process which can be programmed to deliver high value



# How can talent acquisition leverage AI?

The benefits for talent acquisition are significant and these can be seen as:

## Case for Change

Fulfilling talent needs is increasingly difficult due to rapidly changing business goals, the pace of digital innovation, and opportunities available to job seekers. In addition candidates expect more from recruiters than ever before<sup>1</sup>

### Candidate Sourcing



Recruiting teams struggle with attracting qualified candidates<sup>2</sup>

### Resume Screening



Manual resume screening is intensive and time consuming

### Candidate Matching



Recruiters feel identifying the right candidates from a large pool is the hardest part of their jobs<sup>3</sup>

### Candidate Experience



Most of the candidates do not receive regular updates throughout the hiring process

<sup>1</sup>The Candidate as a Customer, <sup>2,3</sup> LinkedIn Talen Solutions Global Recruiting Trends 2016 <sup>3</sup>

## The Solution

AI subdomains can enable automation of sourcing and traditionally manual steps in the recruitment process, which are particularly susceptible to human bias and inefficiency

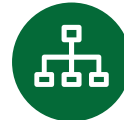
### Creating Capacity to make TA more strategic



Automated online footprint sourcing (resumes, professional portfolios, social media pages)



Freeing recruiter time to focus on high-value work and engage with quality candidates



Ongoing updates, feedback and guidance in real-time throughout the recruiting process

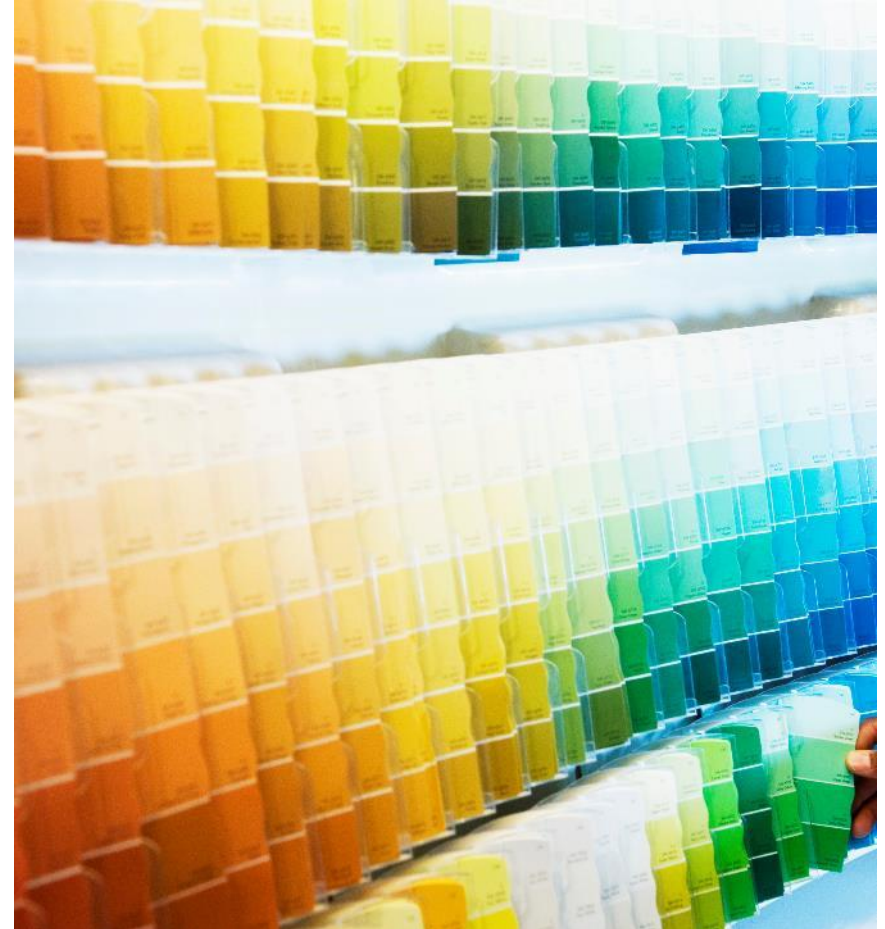


Eliminate conscious and unconscious human bias with a focus on diversity

# Upcoming High-Impact Talent Acquisition study

# Overarching TA themes

- TA function is in constant flux
- Close relationships between recruiters and hiring managers are no longer “nice to have”
- Training of both recruiters and hiring managers is essential
- Mature organizations are enabling more of a strategic approach to internal mobility
- The TA operating model overlaps with HR, TM, and Marketing
- Candidate experience and employment brand are critical for TA success
- Strategically architecting AI/technology drives TA maturity
- Predictive data analysis is becoming a core TA competency



**Source:** High-Impact Talent Acquisition 2017 Survey Analysis, Bersin, Deloitte Consulting LLP / Robin Erickson, PhD, and Denise Moulton, 2017.

# Key takeaways and Q&A

# Key takeaways

- Candidate experience should be viewed from the perspective of the moments that matter to the candidate along their journey
- The top three sources of high-quality candidates are employee referrals, professional networking sites, and internal employees
- Mature TA functions focus on different sourcing channels & spend differently than less mature TA functions
- Artificial intelligence enables the TA strategy



# Question and answer

Join us January 17 at 2 p.m. ET as our  
HR Executives series presents:

## **Navigating the future of work: A practical framework**

Eligible viewers may now download CPE certificates.

Click the CPE icon in the dock at the bottom of your screen.



This webcast has been approved for 1 (General) recertification credit hour toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

To obtain the program ID, click on the HRCI link in the Downloads and Links window and submit your request.



The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.

# Contact information

---

## Robin Erickson

Vice President  
Deloitte Consulting LLP  
[rerickson@deloitte.com](mailto:rerickson@deloitte.com)



[@RAEricksonPhD@twitter.com](https://twitter.com/RAEricksonPhD)



Connect with me on [LinkedIn](#)

---

## Burt Rea

Managing Director  
Deloitte Consulting LLP  
[brea@deloitte.com](mailto:brea@deloitte.com)



Connect with me on [LinkedIn](#)

---

## Bill Cleary

Senior Manager  
Deloitte Consulting LLP  
[wcleary@deloitte.com](mailto:wcleary@deloitte.com)



[@Bill\\_Cleary@twitter.com](https://twitter.com/Bill_Cleary)



Connect with me on [LinkedIn](#)

This presentation contains general information only and Deloitte is not, by means of this presentation, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This presentation is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this presentation.



Official Professional Services Sponsor

Professional Services means audit, tax, consulting, and advisory.

#### About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of DTTL and its member firms. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.