# *GUIDE TO TALENT DATA*

**Implementing Talent Analytics and Talent Intelligence**

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<u>Talent Intelligence Unit</u>, powered by

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# WHY DO IT?

## Introduction

You may have heard the saying "if you can measure it, you can manage it."

In a digital and technological age, there is more data than ever. It has become the currency within the world of business.

As customers and consumers, our data is the true commodity - knowledge is power. Yet how many HR departments, or Talent functions have a dedicated team or person focused on data? How many of these functions fail to record data, or process and interpret it, as an intrinsic part of what they do?

## Purpose & Benefits

By using organisational and external data, companies are armed with insights for more intelligence-based recruiting, a competitive advantage, supporting common business goal themes such as cost and time savings or increased service satisfaction. These can be broken down into more specific measures, that in-turn feed other goals and measures, with a tangible business outcome.

For example:

+ Reduced time to hire

+ % vacancy fill, and % first time vacancy fill

+ Reduced empty chairs or empty chair time

**= Increased customer satisfaction**

+ Increased quality of hire (measured through selection benchmarks, rejection rates etc)

+ Increased staff performance

+ Increased staff tenure

**= Increased end customer satisfaction**

Measuring (starting points, inputs, and outcomes) is a fundamental component to success, ensuring lessons are learnt and for continuous improvement, as well as providing case studies for external accreditation and awards.

We summarise this as **A . I . M to succeed**.

# A I M

*ANALYSE    IMPROVE    MEASURE*

# Dashboards vs Management Information

Car drivers rely on a dashboard that tells them what is happening in real time; current speed, distance travelled, current time, fuel resources. They can adjust the control of the vehicle accordingly, primarily increasing or decreasing speed. It is binary stuff. This simplicity has its benefits, after all nobody would enjoy having to manually divide distance by time in their head whilst driving to know their speed.

Understandably then Talent Acquisition teams demand similar of their data dashboards, whether built in PowerPoint, Excel or native to their ATS.

A basic dashboard will likely include:

- **Number of live vacancies**
- **Current candidate volumes at key stages of the process**
- **Number of vacancies filled**
- **Average time to hire**
- **Average cost per hire**

In short, this will tell you how you are doing and which areas may need attention and action: **Increase, Decrease or Maintain**.

Management Information gives further insights. For example:

### *Ratios of applications to interviews to hires*

This helps you understand how many applicants you need to attract to apply, to get sufficient numbers of hires.

### *Average timescales for processing candidates through key stages of the process*

This helps you identify and tackle bottlenecks within your recruitment process.

### *Source of candidates versus how many applications, interviews and hires*

This will help you work out where to concentrate or reduce efforts to attract candidates.

### *Candidate diversity data versus how many applications, interviews and hires*

This will help you understand the diversity of the candidates you attract, and how they fare through your selection processes.

This deeper level of insight should give an indication of the type of action required.

How much, when, and who.

It will inform tactical and strategic action, over the short, medium and longer term.

The simple nature means dashboards are often produced automatically or appear live or on demand within the platform where the data is stored. For example, your ATS should have fixed or slightly configurable dashboards available to some or all users on demand.

Management Information that is blended with information from multiple sources and deeper insights may be produced manually or on a regular schedule to a defined audience.

# *WHAT DO I NEED?*

## Tools

It is easy to focus on the desired outputs - "*a report on x*" or "*a report on y*".

And similarly, technology that can process data. The first step is to think about the gathering of the data. We will look at this in more detail in a later section, but at this point the fundamental question is **what tool will be used to gather and store the information?**

| ATS? | HRIS? | Job board platform? |
|------|-------|---------------------|

**Or all of the above?**
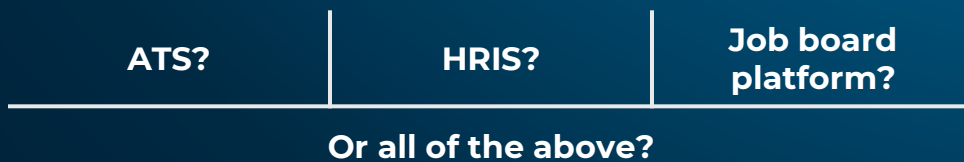
Once the information is stored, how will it be extracted and processed into a dashboard or Management Information reports?

- Does it have an inbuilt reporting / analysis tool?

- Does it have the ability to export / download to Excel or CSV?

- Do you have Excel or data analysis software to accept the export / download and perform the analysis?

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# Skills

There are certainly some obvious skills that will spring to mind:

- Research & statistical analysis

- Data processing & manipulation

- Graphical and written report production

But as so often is the case, the devil is in the detail, and there are some less obvious skills or qualities.

- Problem diagnosis

- Problem solving

- Questioning and interrogating

- Visualising in one's head

- Creativity

- Communication – written, oral, visual

- Project Management

- Customer or stakeholder management

- Resourcing and wider HR experience

- Understanding the interactions between inputs, outputs and variables

- Conceiving and articulating solutions

- Strategic thinking. The ability to conceive and articulate a strategic vision will really help when working with exec level individuals

Of course, these skills and qualities can be spread across the team, with each person bringing different strengths!

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Our observations over many years is that HR teams do not have a data specialist.

For the few that do, we often find the data specialist is good at operating the data extraction / manipulation tools (be that Excel, their ATS or HR system), but they don't understand enough about the practice or process of recruiting, which limits their capabilities.

Similarly, recruiters can struggle to conceptualise their activities into data and vice versa, not to mention they are busy recruiting. And to whom does the responsibility lie to apply learnings for continuous improvement or delivering leader's strategy?

Therefore, a dedicated and appropriately skilled person, or team, can add real value.

## Data Sources

For a holistic view of the recruitment lifecycle in your organisation, the following information sources should be used:

- ATS
- HR / L&D platform
- Job board / job board aggregators

- Google Analytics
- Candidate and employee surveys

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# What information should I produce?

It will vary according to your organisation, your needs, your aims, and your challenges.

A good starting point is: "*What do I want to solve?*" or "*what do I want to achieve?*". Or redirecting these questions at your customers and stakeholders.

Be wary of a common pitfall though. Many things will be requested, but keep in sharp focus what their purpose and value is. Be prepared to challenge and ask.

For example:

- Why is it needed?

- What benefit will it have?

- What is the impact of not having it?

- What is the justification for the depth or frequency of information requested?

A helpful way to rationalise or prioritise, is to focus on what will help improve your organisation or your team.

Agree a vision of where the team or organisation want to be, and from there you can define the gap and set in motion the plan to close it. Data can be used as part of this diagnostic process, the forecasting and projections for the planning, and the ongoing measuring to assess progress and success.

At Jobtrain, we came up with a simple approach that can work operationally or strategically. We call it the **3 Ps**.

## The Approach – the 3 Ps

### P - *PROMPT*

*What needs to be done, and when*

Operationally, this is ideal for achieving SLAs or targets by prompting the need to perform a task, often linked to a deadline or piece of compliance.

For example, a daily report of candidates who are due to attend an interview; or a list of candidates who have documentation missing that will delay their start date.

At a strategic level, this might be more qualitative than quantitative, such as preparing for a legislation change, or anticipating a future demand for skills (perhaps identified through a report on how many workers are due to retire and when).

### P - *PROCESSING*

*What has happened*

Measure what has taken place, why and what it means. For example, it could be used to monitor compliance or standards, to manage resources and expenditure, understand timings. These will inform projections.

### P - *PREDICTION*

*What is planned or expected*

Using your analysis of what has happened, and any other known or potential factors you can create projections that predict outcomes or potential against a target. These may update regularly for periodic monitoring and review.

# Focal points - the 3 Es

The 3 Ps have given you the approach, but what if you're thinking "*where do I start*?".

If you don't have a specific business goal at the beginning other than to improve, and / or you are yet to discover the strengths or weaknesses, we'd suggest starting with the **3 Es**.

## E - *ENGAGEMENT*

Think advertising channels, candidate behaviour, offer rejection rates.

## E - *EFFICIENCY*

The time it takes to undertake stages of the process; application to hire ratios; selection throughputs; even effective cost management – they are all forms of efficiency.

## E - *EQUALITY, DIVERSITY & INCLUSION*

At a high level, this is monitoring the data collected from candidates. At a deeper level, this might be mapped against selection decisions.
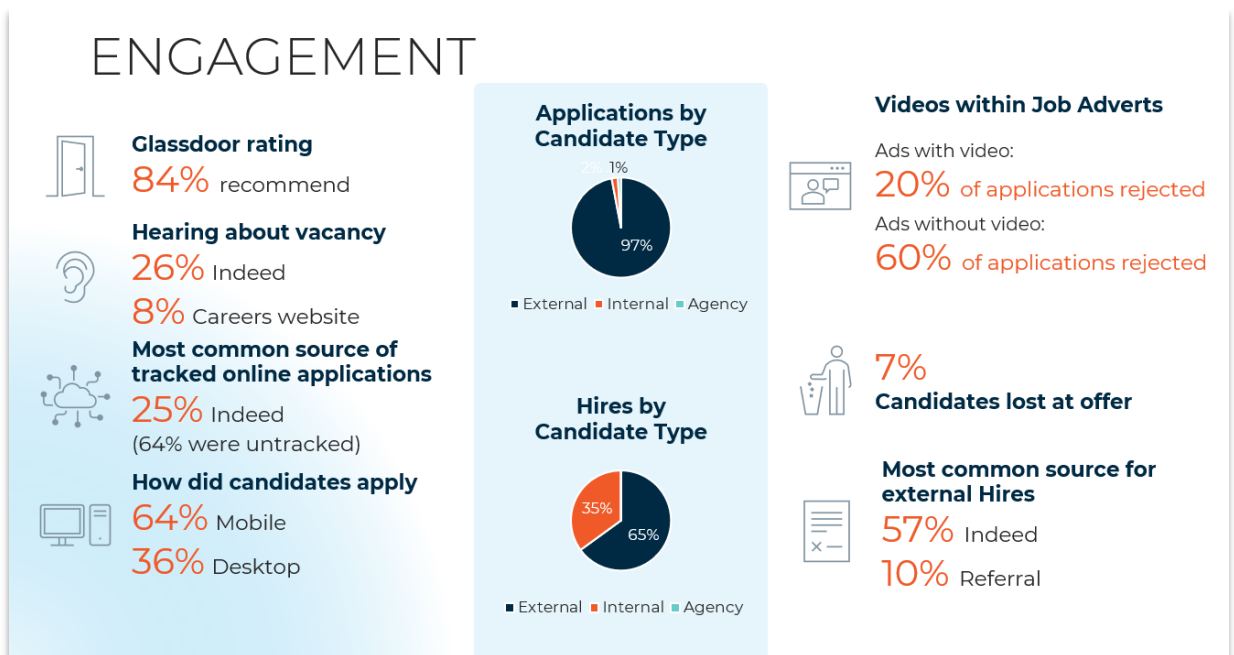


*Image taken from one of our Jobtrain client's Quarterly Talent Intelligence reports.*

# DEVELOPING INSIGHTS, UNDERSTANDING & ACTIONS

## Talent Function

Focusing on these 3 areas is a good starting point:

- **Engagement**
- **Efficiency**
- **Equality, Diversity & Inclusion**

They will lead to more questions to explore collective and individual performance and compliance, strengths and weakness, opportunities and threats.

Further areas of focus beyond the 3 Es can be developed, such as quality, which one could argue permeates through them all, but fundamentally looking at data of how people perform once hired.

This information, most likely gathered from your HRIS or L&D systems, will provide context and a way of evaluating performance in the other three areas of focus. Put simply, what is the point of great engagement, efficiency or EDI, if the candidates hired perform poorly and attrition rises?

On a more conceptual level, think of your Talent Function more like procurement or supply chain, but the commodity is people and skills. Supply chains operate to tight commercial margins, tight time frames, and must adapt to frequent obstacles. Procurement ensures the right product is selected.

The supply chain must predict future demand and facilitate it to arrive just in time for when required. Timing, efficiency, cost control and customer satisfaction are key measures. There is no better example than Amazon as an organisation that is so effective, on a grand scale, of balancing a ruthlessly efficient approach with high customer satisfaction.

**Where does your Talent Function differ?**

- Is it reactive or does it anticipate demand before it arises and forward plans?

- Does it establish a clear specification of the ideal person so that they fulfil the organisation's needs and expectations once hired?

- Is there efficiency or lots of duplication?

A talent function may be staffed based on one recruiter handling X number of vacancies.

Straight away there is going to be duplication. Each recruiter taking briefs, handling advertising, overseeing selection, involvement in the offer stage.

Rather than looking at just volume, do you analyse the types of vacancies being recruited over a year or more? For many organisations, it is the same handful of jobs (or similar jobs) they continually recruit for.

The following case study crystallises the effects of a simple question and subsequent piece of analysis.

## CASE STUDY

**30k+ employee engineering firm**

**50 recruiters**

**Approximately 80% vacancies the same or similar**

**Situation:** A team of 50 recruiters assigned to divisions of the organisation, managing roughly an equal quota of vacancies who undertake the whole lifecycle from brief to hire.

**Analysis:** Number of vacancies, job title, job family, division time period.

**Initial findings:** 80% of vacancies were by and large the same role and skillset.

**Subsequent conclusions:** Duplication (and sometimes counter-productive competition) of recruiter activities, leading to overspending, dilution of advertising and candidate funnels, inefficiency, poor candidate and customer experience.

**Actions:** Restructure to the Ullrich model. Splitting resource into teams of Business Partners linking in with the line manager customers, teams specialising in holistic advertising, channel management, and processing teams delivering selection support and managing candidate communications and logistics.

**Results:** Improved satisfaction from line manager customers, improved satisfaction from candidates, more time and cost efficiency, and healthier candidate pipelines.

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## Candidates

Take a leaf out of the marketing textbook.

They build up a lot of data on customers and even develop 'personas' to categorise them so they can choose what and how to market to them.

As well as being a tool to help you move candidates through your recruitment process, your ATS contains a huge wealth of candidate data which can provide useful insights. Then there is external data on the candidate market and Glassdoor ratings. Don't be afraid to ask candidates about things once in a while - whether through surveys or personal contact - they will appreciate your interest.

### CASE STUDY

**Isle of Man Government**

**Manage recruitment and onboarding using the Jobtrain ATS**

The **Isle of Man Government** puts great importance on ensuring candidates who apply for jobs with them have an excellent experience.

They track candidate satisfaction regularly through surveys and discovered that more than a few candidates were frustrated at the lengthy process they had to go through to apply for a job.

But the need for extensive information was mandatory for regulatory or legal compliance.

Working with their Jobtrain Continuous Improvement Consultant, the Isle of Man Government introduced a two-stage application process.

This allows candidates to apply quickly online without the hassle of completing a full application form at the outset.

**Result:** Following survey feedback, a huge **100% of candidates felt that the application process was good or outstanding** following this change.

## Where does *Talent Analytics* end, and *Talent Intelligence* begin?

*Intelligence*    *noun*

*The ability to acquire, understand, and use knowledge.*

Once dashboards are in place and Management Information is being produced, it is important not to become complacent with ticking boxes, simply charting changes in the data and compartmentalising the information.

Being inquisitive is important to keep learning.

Blending different sources or themes of information will provide context and identify relationships between them.

**Talent Intelligence is the use of business and people data to drive organisational performance.**

Be alert to changes and unexpected events to adapt and learn from them. Identify information that is yet to be demanded but could have a notable influence of strategy or tactics.

The analysis becomes a proactive service, fuelling initiatives and driving improvements to achieve business goals. Intelligence is converted into intelligent action.

**Talent Intelligence is the use of business and people data to drive organisational performance.**

Where Talent Intelligence becomes more powerful to the business, is the use of not only your 'internal' data, typically from your HR / ATS platform discussed so far, but the blending of it with 'external' data. That's people data, social and economic data, and competitor data from outside your organisation.

## External Market Data

Solely looking at internal data will produce a blinkered view. So taking information from outside the team or organisation will elevate the awareness and thinking.

There is so much available. A blended approach may include:

### Internal / Own Data

- ATS
- HR / L&D platform
- Job board / job board Aggregators
- Google Analytics
- Candidate and employee surveys

### External Public Data (Free)

- External - public (often free of charge)
- ONS
- Gov.uk
- Freedom of Information Requests
- Industry Publications
- News outlets
- Glassdoor ratings
- LinkedIn (public content)
- Plus many others

### External Vendor Data (£)

- LinkedIn (paid access content)
- Gartner
- Horsefly
- Plus many others

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# So how does blending this data help your talent function and / or your business?

Social and economic macro data may inform key business decisions around expansion for example, and this data, along with competitor data, could help the talent team proactively guide the business on the best places to hire or the rates of pay for example.

Exploring talent in the marketplace grows your potential talent pool beyond that in your ATS and provides a route to direct proactive sourcing, potentially changing or enhancing your recruitment model.

Often though, data in the market and research can easily go under the radar as simply 'an interesting read' and yet could be signposting to strategic and tactical actions.

For example, our own research throughout 2021 and 2022 confirms a growing influence on a candidate's choice of employer is their policies and practices with regards to Equality, Diversity & Inclusion.



A growing number of our clients are participating in schemes and accreditations such as the **Disability Confident** or **Athena Swann** schemes and have enabled key features to support this in their software and processes such as anonymous shortlisting, guaranteed interviews, and online accessibility tools to help those with visual impairments of dyslexia.

And this is not cynical virtue signalling.

Dyslexia UK estimates 13% of UK adults have some degree of dyslexia. If we assume the same percentage for the 60 million job seekers Jobtrain handled globally last year, that's almost 8 million jobseekers.

## 13%
**of UK adults have some degree of dyslexia.**

Here are further statistics to back that up.

## DEPENDENT CARE

*Data from*

Office for
National Statistics

**93% of males and 75% of females
have some degree of dependent care
to factor into their working life.**

61% of employees planned to change job in
2021, and over half expected some degree
of flexible home working (having become
accustomed to it in the pandemic).

*Late 2020 survey
data from* **((a careerarc**

## 61%
## PLANNED TO CHANGE JOB

## FLEXIBLE WORKING

The Economist's survey, in
partnership with Prudential, found
that **42% of employees would resign**
if they were not granted permanent
flexible work arrangements post
lockdown.

A key question that that poses is: could instigating, or more actively promoting,
part time and location-flexible roles boost inclusion but also positively generate
a larger pot of high-quality candidates from which to select from?

## CASE STUDY

**Circa 10k+ employees**

**University**

**Transform workforce to be representative of the area the University is based in.**

**Theme:** Equality, Diversity & Inclusion.

**Goal:** Make the workforce more representative of the area in which the University is based.

**Drivers:** University workforce was predominantly white, professional employment, affluent (HR database & ATS).

The local population is predominantly BAME, unemployed/low skill employment, poor (source: ONS Census).

**Actions:** Change advertising channels, formats and content; more community engagement; partnerships with employability and training providers.

**Success measures:** An increase in the number of applicants and employees with a postcode within a specified mile radius (ATS & HR Database).

# TALENT INTELLIGENCE

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