



Staying in Front:

An Inside Look at the Changing
Dynamics of Talent Acquisition





ASTON CARTER



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Introduction

Through its Talent Advisory Survey of employers and job candidates around the world, Allegis Group tracks benchmark data on the issues driving recruiting effectiveness. The most recent survey of 1,497 employers and 5,333 candidates reveals that while most employers and candidates express some level of satisfaction with the recruiting process, there is room for improvement. Seventy-seven percent of hiring managers and 84 percent of talent acquisition professionals express some level of satisfaction with the recruiting process, compared to 69 percent of surveyed candidates.

For one small portion of respondents, however, the recruiting process is providing maximum impact. They are filling open positions quickly, attracting top-quality talent, and optimizing costs. These high-performing organizations comprise only 7.7 percent of respondents. Not surprisingly, companies with high-performing talent organizations are likely to express high levels of satisfaction with the recruiting process:



75%

of high-performing talent organizations are **highly satisfied** with their recruiting process.



Only 26%

of other organizations are satisfied.

A closer look at the findings reveals that high performers also lead their peers in many aspects of talent acquisition, from job definition and sourcing to screening and onboarding. Beyond those fundamentals, companies are also adapting to trends shaping the talent landscape, including the rise of artificial intelligence (AI), changing views on diversity and inclusion (D&I), and the emergence of the Millennial workforce.

For talent and business planners, success in recruiting requires an understanding of how companies are improving, where the main challenges are, and, most importantly, the blind spots in their talent processes — those unrecognized weaknesses that may be holding them back. This report explores those issues, comparing high performers against other talent organizations to provide an informed perspective on what it takes to keep the business up front in the continuing race for scarce, critical talent.

Job Definition & Description:

The Real “Step One” in Recruitment



Compared to their peers, **high-performing talent organizations are:**

In many organizations, job definitions are still frequently taken for granted as an element set apart from the talent acquisition process. In fact, the job definition is one of the most important factors in effective recruiting, setting the tone and determining activity for everyone in the hiring process. A careful consideration of job requirements should involve all stakeholders, including both the hiring manager and the talent acquisition organization. Often, there will be a give and take, particularly when considering essential and “nice-to-have” requirements.

Even for descriptions that are frequently used, a careful re-examination of criteria can yield improvements in attracting qualified talent. These criteria may vary due to a number of changing factors, from locations to talent supply and evolving employer needs. In the most dramatic case, the hiring manager may rethink the role with help from the recruiter to better attract the right talent. At the very least, early collaboration will ensure that the recruiter and hiring manager understand the role requirements, as well as understand the level of flexibility in those requirements.

Conveying the Requirements

The first and most basic goal of the job description is to convey the role’s requirements. Notably, 82 percent of high performers say their job descriptions are always easy to understand while only 45 percent of others say the same. Likewise, 75 percent of high performers cite the highest emphasis on accuracy and appropriate level of detail, compared to 40 percent of other employer respondents.

Selling the Company

Beyond defining the role, descriptions must also sell the opportunity, conveying the value of working for the company. With this in mind, 74 percent of high performers cite the employer value proposition as a key part of all their job descriptions, compared to only 29 percent of others. Similarly, 70 percent of high performers provide insight into their company culture in descriptions, compared to only 32 percent of others.



82%
more likely to **convey easy-to-understand role requirements**

155%
more likely to **convey the employer value proposition**

3x
more likely to **create roles with a 30-, 60-, or 90-day plan**

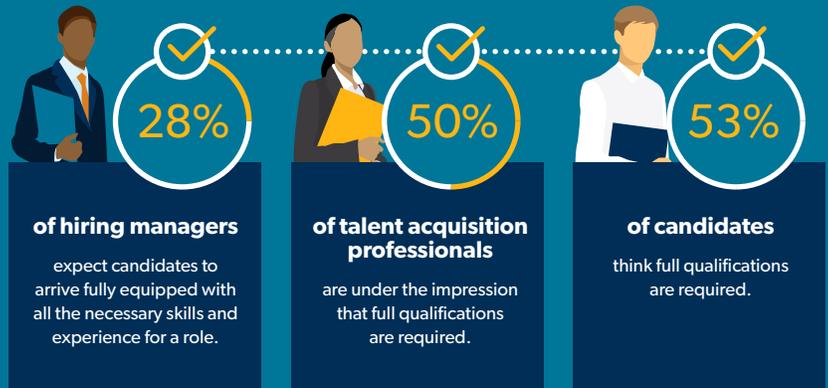
Setting Expectations

Finally, expectations in terms of accomplishment and compensation often make or break a job description and its ability to attract the right talent. In this area, the gap between respondents is also significant, with 63 percent of high performers saying their roles are created in tandem with a 30-, 60- or 90-day plan for the position while only 16 percent of others say the same. Finally, 74 percent of high performers, compared to only 33 percent of others, say that compensation for a role always reflects its responsibilities.

Getting on the Same Page with Job Definition

In addition to creating and describing a role, one of the biggest challenges companies face at the onset of the recruiting process is to ensure that every stakeholder is informed and in agreement on the basics.

Agreeing on Ready-Made Talent



As a result, organizations may be **losing quality candidates** simply because the flexibility on requirements is not clear.

Meeting Compensation Targets

In some cases, alignment in compensation offers a strong opportunity to improve role definitions.



Only 18 percent of employers say they track the average percentage of placements within compensation targets.

Low compensation expectations may drive away quality applicants (particularly if the end result is a higher actual rate for the selected employee). Considering the result, organizations may improve attraction and better align expectations at the outset by tracking (and adjusting) pay versus job definition as part of the recruiting process.



Aligning Candidate Attraction

What brings candidates to the door? At the top of the list, everyone agrees: **78 percent of employers and 73 percent of candidates** rank **compensation** as number one, followed by culture and work environment (cited by 58 percent of employers and 55 percent of candidates). Following in third on the list, employers and candidates differ, with advancement opportunity cited by 47 percent of employers and 42 percent of candidates, and job responsibilities cited by

36 percent of employers and 46 percent of candidates. Employer brand is still in the mix, but nearly double the employers, at 14 percent, rank it as important while only eight percent of candidates agree.

Who knows best? The jury is still out as talent professionals are more likely to be well-versed with the concept of employer brand as part of their field of expertise while candidates who may be attracted in part by a company's reputation may still not attribute brand as a factor.

Digital Sourcing:

Every Channel Leads to Talent



Thanks to the proliferation of digital tools and forums for interaction, today's employers have more options than ever for connecting with the talent they need. But ease of connection brings more competition. Candidates can identify a myriad of career opportunities instantly through mobile or conventional online venues, and those with in-demand skills can afford to be extremely selective about which opportunities they pursue.

Considering the competitive world of digital sourcing, it is no surprise that talent leaders and recruiters often struggle to identify and engage talent. In all facets of digital sourcing, however, high performers appear to hold a significant advantage.

Digital Marketing: High-Performer Effectiveness Spans All Channels

In the survey, respondents were asked to rate sourcing effectiveness across a range of digital venues, including employee websites, mobile applications, search engine marketing and digital ads, social media, email marketing, job boards, and employer rating sites. Results indicate that on average, high-performing talent organizations are 67 percent more likely than their peers to rate a channel as very effective.

Notably, there were no negative exceptions or outliers. The implication: all sourcing channels are potentially effective, and high performers are proving to be more proficient across all digital sourcing channels than other organizations.

When prioritizing top channels, differences in effectiveness are significant. Social media is considered a strong venue, with a very effective rating by 59 percent of high performers and 35 percent of others.

Additional high-confidence sources rated by high performers include referral programs (71 percent), recruitment/staffing firms (59 percent), and job boards and affiliates (53 percent).

Mind the Gaps



What does it mean when candidates seek job opportunities in different places than where high-performing talent organizations find great talent?

It means that candidates and employers may be inadvertently hiding from each other.

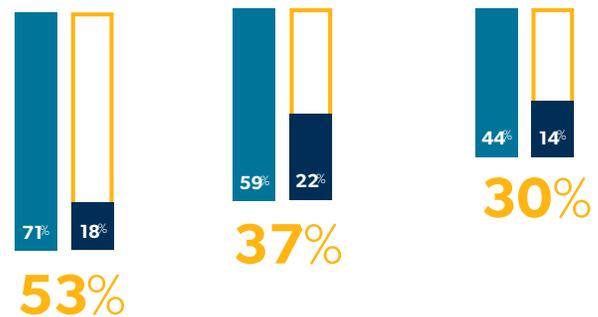
Top Employer Preferences (%)*



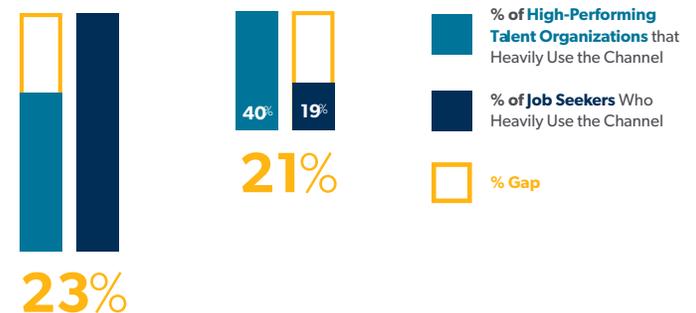
*Percentage of high-performing talent acquisition organizations citing high use



Referral program Social media Career networking events



Digital advertising Employer rating sites



Do Employers and Candidates Value the Same Sourcing Channels?

Given that the purpose of the sourcing process is to connect companies with talent, candidates and employers express surprising differences in preference for sourcing channels. For example, 71 percent of high-performing talent organizations rate referral programs as very effective while only 18 percent of candidates claim to use them heavily. Likewise, 59 percent of high performers rate social media as somewhat or very effective compared to only 22 percent usage from candidates.

Against those differences, candidates and employers do agree on the use of recruitment firms. Results indicate that 59 percent of high performers rate recruiting firms very effective, with 45 percent of candidates citing high utilization.

Consider the Source

All sourcing channels provide a potential path to the critical talent a company needs. Prioritizing how a recruiting organization uses these channels can be challenging. An effective talent organization must also consider the nuance of usage and ask the right questions.

For example, recruiting firms are rated highly effective, but not all are created equal. What does it take to build a trusted relationship with a recruiting firm? A company website is highly rated as a sourcing channel, but is that site benefitting from other sourcing channels that push candidates to the application page? Are companies utilizing freelancing management systems to bring flexible workers into the fold in the most strategic way, or are they creating a siloed source that limits consistency in the talent acquisition process? Every talent organization has different needs, but asking the right questions can help identify pitfalls and opportunities throughout the sourcing process.

Staffing and Talent Solutions: What do Employers and Candidates Seek in a Trusted Advisor?

There is no single definition for the perfect talent acquisition partner. Every company has unique needs and circumstances, and provider capabilities vary. Even so, several areas of priority stand out for employers and candidates as they form a relationship of trust with a staffing or recruiting provider.

Gaining Employer Trust:

“Show Me the Knowledge”

For employers, key areas of knowledge on the part of the provider are important to forming a trusted relationship.

Knowledge of appropriate rates by occupation, experience, industry, and geography is cited as the number one priority by 38 percent of employers, followed by an understanding of the best companies or channels to source candidates for a given role (23 percent) and knowledge of probable time-to-fill for a position (14 percent).

Gaining Candidate Trust:

“Show Me the Jobs”

For candidates, the main reason to create and maintain an account with a recruiting company is no surprise: jobs.

Most candidates will create and maintain an account with a recruiting company based on the company's ability to match them to jobs in the future (82 percent) or apply immediately to a posting (76 percent).

Beyond access to opportunities, other expectations contribute to a trusted relationship between a candidate and a recruiting provider. Qualities ranking as most important to candidates include the recruiter's tenure (35 percent), the recruiter's experience as a past practitioner in the candidate's field of expertise (24 percent), the availability of coaching and development resources (21 percent), and the company's knowledge of the candidate's industry (20 percent).

Sourcing Quick Facts

It's time to track sourcing ROI.

Only **17 percent** of employers track return on investment (ROI) metrics by candidate sourcing channel.

High performers are proactive.

Among high-performing organizations, **73 percent** value notification of available talent, even without an open requisition.

Recruiters are calling more often.

In 2017, candidates receive **37 percent** more calls per month compared to 2016.



Screening:

Attention to Detail Keeps High Performers Ahead



A bad hire is more than an inconvenience; it can be a risk to the business. The U.S. Department of Labor places the cost of a bad hire at 30 percent of an employee's annual salary while others place the figure into the hundreds of thousands of U.S. dollars.¹ That cost includes the impact on productivity and employee morale, the missed opportunity cost of not hiring a qualified candidate, and the cost of replacing the employee.

An effective screening process not only prevents bad hires, but it also helps companies arrive at the best selection decision, making it one of the most impactful parts of the candidate-employee lifecycle. Unfortunately, it is easy for organizations to fall victim to complacency in screening. A look at the associated behaviors and strategies reveals several areas where companies can improve their processes. Not surprisingly, survey responses reveal a disparity between high performers and others in their screening behaviors.

79%

of high performers say that their candidates are always effectively screened, compared to only 44 percent of others.

Communication and Clarity are Key

Screening begins with communication and alignment of everyone involved in the process. In this area, 80 percent of top performers, compared to only 45 percent of others, say their top three priority skills are clearly communicated by the employer and understood by the recruiters. Notably, only 31 percent of surveyed candidates agree with this statement.

Digital Assessment Tools: What's Working?



Assessments for Cultural Fit

Assessing for culture fit typically involves a personality test that aligns candidate propensities to a company's core values. Candidates (70 percent), hiring managers (79 percent), and talent acquisition professionals (83 percent) all rate culture-fit assessments in the top two for effectiveness.



Cognitive Assessments

Beyond testing for job-related skills, cognitive tests help determine the candidate's facility for problem-solving, and ability to think quickly and interpret data. These assessments also rate in the top two for effectiveness by survey respondents, with candidates (77 percent), hiring managers (77 percent), and talent acquisition professionals (82 percent) rating them as somewhat or very effective.



Personality Tests

These assessments are intended to augment other assessments to help determine a candidate's fit to criteria for success beyond basic skills and experience. Personality tests are typically not used alone. Instead, they are seen as a complement to other assessments.² These tests rank just behind cognitive and culture fit assessments, rated as effective by candidates (67 percent), hiring managers (70 percent), and talent acquisition professionals (72 percent).



Mobile Matching Systems

Social and mobile platforms provide applications that match people with the right skills with the right opportunity. Notable advances have taken the concept into Tinder-style applications. Examples include Switch (an application that enables candidates to quickly browse opportunities and "swipe right" to connect with the ones they like) and Blendoor (job matching stripped of non-essential candidate information for effective "blind recruiting" of diverse talent). Along with game-based assessments, mobile matching systems rank in the lower tier for perceived effectiveness among candidates (48 percent), hiring managers (60 percent), and talent acquisition professionals (54 percent).



Game-Based Assessments

Gamification remains a growing trend, but creating a game-based assessment requires validation and the support of an industrial psychologist or testing expert. Examples include My Marriott, a simulation of a restaurant manager role, and Siemens' Plantville simulation of a plant manager experience. These assessments are drawing much interest, but the smallest portion of talent acquisition professionals (52 percent) and candidates (49 percent) rate them as effective.³ A larger portion of hiring managers (60 percent) expresses confidence in these assessments. As with mobile matching systems, overall ratings may be low due to respondents' limited exposure to the assessments.

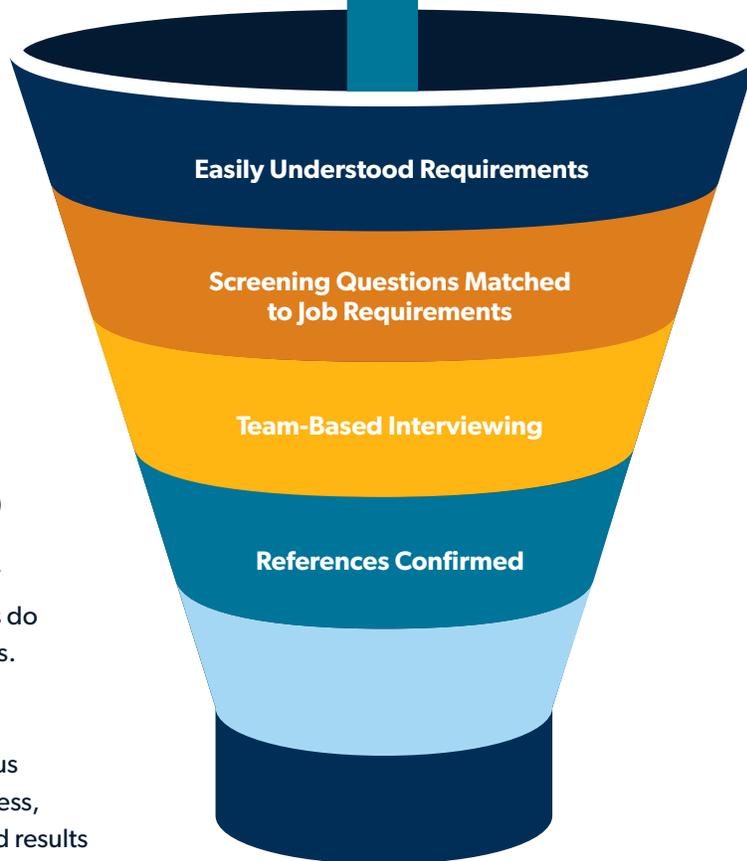
Likewise, 75 percent of high performers, compared to 38 percent of others, always ensure that the top three culture fit characteristics are clarified by the employer and understood by the recruiter. Once again, only a small portion of candidates (18 percent) agree with this statement. Finally, communication also extends to the actual screening questions. Of high performers, 73 percent agree that their questions match job definition requirements, compared to only 27 percent of others.



Process Improvement Opportunity

Differences in behaviors also extend beyond the communications aspect of screening. For example, 53 percent of high performers and 43 percent of others always include additional employees (beyond HR, the recruiter, and hiring manager) in the process. And roughly 65 percent of high performers, compared to only 39 percent of others, always contact supervisory references before extending an offer. As for risks, most employers (94 percent) agree they always or sometimes catch lies or exaggerations in the interview process, but 77 percent also agree that unqualified candidates do slip through the process to become employees.

Most organizations admit that screening is an imperfect process but one worthy of continuous improvement. When done well, the right process, tools, and alignment among everyone involved results in a screening function that predicts candidate success, identifies potential issues, and leads to great hiring decisions that keep the organization moving forward.



Easily Understood Requirements

Screening Questions Matched to Job Requirements

Team-Based Interviewing

References Confirmed



Onboarding:

An Overlooked Process
With a Large Talent Impact



The connection between talent potential and employee value is forged in the onboarding process. **The speed of the onboarding process and the candidate/employee experience can set the tone of trust for a productive relationship.** For many organizations, however, the onboarding process continues to leave much room for improvement.

The most immediate measure of onboarding success is time-to-productivity for new employees. Hiring managers surveyed cite the average time-to-productivity is six weeks for high-performing talent functions, compared to nine weeks for other organizations. Candidate responses cite only an average three-week time-to-productivity — possibly an overestimation of their early value to the organization. With high performers achieving new hire productivity 33 percent faster than others, there is clearly room for improvement for many companies' onboarding practices.

Seek Candidate Input to Improve Onboarding

Survey findings indicate a general awareness of onboarding best practices among high performers and other respondents. Not surprisingly, high performers are, on average, 28 percent more likely to “always” follow most practices. In this area of talent acquisition, however, it is the difference in opinions between hiring managers and candidates that is most impressive. For example, 77 percent of hiring managers say that the employer is always organized and prepared for a new hire's first day, compared to only 33 percent of candidates. Additionally, 77 percent of hiring managers claim that new hire IT and office resources are always ready on the first day, compared to 23 percent agreement among candidates. Furthermore, 94 percent of hiring managers claim that new hires are always introduced to teammates and key stakeholders, compared to 46 percent agreement among candidates. Additionally, 87 percent of hiring managers claim that new hires always receive a tour of the facilities, compared to 50 percent agreement among candidates. Finally, 71 percent of hiring managers claim that new hires always receive background on the company and its business strategy, compared to 35 percent agreement among candidates. Additionally, 77 percent of hiring managers claim that clear job expectations are always conveyed in the process, compared to 30 percent agreement among candidates. Finally, 76 percent of hiring managers claim that managers meet with new hires at the necessary frequency, compared to 25 percent agreement among candidates.

Other differences among hiring managers and candidates yield improvement opportunities for a number of behaviors. Only 46 percent of candidates say they are introduced to teammates and key stakeholders in the process, and 50 percent say they always receive a tour of the facilities. Only 35 percent of candidates agree that hiring managers always provide new hires with background on the company, 30 percent say clear job expectations are always conveyed in the process, and only 25 percent say managers meet with new hires at the necessary frequency. In each of these areas, more than 70 percent of hiring managers believe these practices are “always” covered.

Employers: Beware of Onboarding Blind Spots



Hiring Managers



Candidates

The employer is always **organized and prepared** for a new hire's first day



77%
agree

but only

33%
agree

New hire **IT and office resources** are always ready on the first day

77%
agree

but only

23%
agree

New hires are always **introduced to teammates** and key stakeholders

94%
agree

but only

46%
agree

They always **receive a tour** of the facilities

87%
agree

but only

50%
agree



New hires always receive **background** on the company and its business strategy

71%
agree

but only

35%
agree

Clear job expectations are always conveyed in the process



77%
agree

but only

30%
agree

Managers meet with new hires at the necessary frequency

76%
agree

but only

25%
agree

Every Practice Can Improve

Regarding other onboarding practices, there is much room to improve. For example, very few candidates (17 percent) and a minority of hiring managers (38 percent) say they “always” give new hires a 30-, 60-, or 90-day plan.

A similar portion of respondents reveals improvement opportunities in other areas, with hiring managers rating the following as “sometime” or “never” activities: providing a chance for social interaction (32 percent sometimes, five percent never), recognizing employees who support a new hire’s transition (36 percent sometimes, five percent never), and asking new hires to complete an onboarding survey within their first two weeks (25 percent sometimes, 51 percent never). By embracing best practices and acting on them consistently in the onboarding process, organizations can achieve compelling improvements in terms of employee productivity and talent attraction.



Impact of the Onboarding Experience

The positive or negative impact of the onboarding experience lasts well beyond the initial weeks of the employee’s tenure. That experience can determine whether an employee stays with the company, how long she stays, and whether she encourages or discourages others from applying.

What Can Happen?

An Employee Leaves the Company:

54%

of surveyed candidates say they were **somewhat or very likely to leave an organization based on a poor onboarding experience.**

An Employee or Candidate Discourages Others from Applying:

56%

of candidates are **somewhat or very likely to discourage others from applying if the company provides a poor hiring experience.**

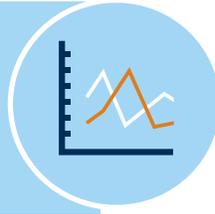
An Employee or Candidate Encourages Others to Apply:

81%

of candidate respondents claim they would **encourage others to apply if the hiring experience was positive (even if the candidate did not get the position).**



Critical Trends



Beyond the core processes of talent acquisition, the success of a recruiting organization also depends on its ability to understand and embrace the trends shaping tomorrow's world of talent and business. Innovations based on artificial intelligence (AI) promise a smarter talent function for employers and candidates alike. An evolving view of diversity and inclusion (D&I) is helping companies reach great talent, improve productivity, and compete in a world of changing demographics. The rise of the Millennial generation opens up a universe of talent with skills that did not even exist just two decades ago, and companies are scrambling to adapt.

How well are organizations aligning with the changing world of talent? The answers vary, and once again, they separate the talent leaders from the rest of the field. But in all cases, the dynamics of these trends are evolving quickly.

The lagging organization that commits to improvement can achieve compelling results, and the leader that rests on its laurels can quickly fall behind.



Artificial Intelligence (AI): **Balancing Promise and Progress**



Over the last several years, AI advances have generated tremendous attention, both in the world of talent acquisition and in general media. While practical adoption of AI does not always match the hype, real progress is being made.

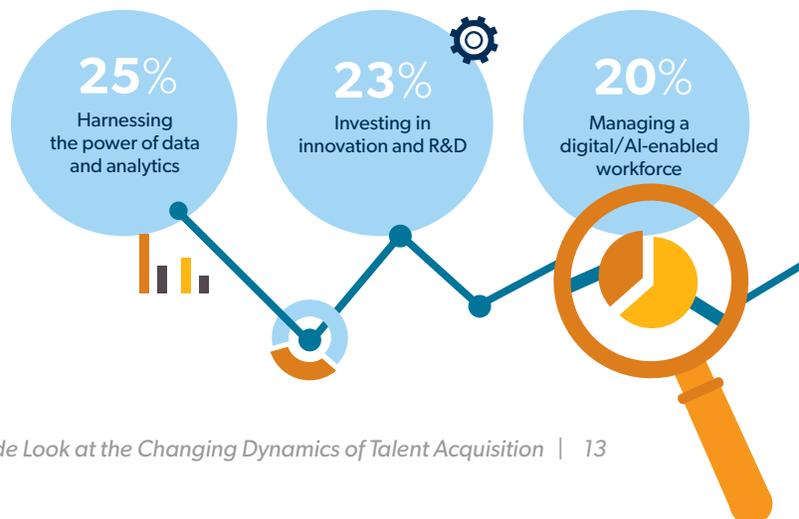
Foundation-Building Versus Operational Activity

According to the survey, 20 percent of employers report significant progress managing a digital/AI-enabled workforce. Responses indicate that most progress is being made in setting the right foundations by harnessing the power of data and analytics (25 percent making significant progress) and through innovation and R&D investment (23 percent significant progress). Companies are making much less progress in actually using those foundations for transformational activities, such as leveraging digital/AI for talent acquisition

and management (13 percent significant progress) and in the identification of roles and activities to automate using AI technology (14 percent significant progress). High-performance organizations outshine the rest by nearly doubling the progress in every considered dimension.

The **Progress**

(Percentage of employers reporting significant progress to key talent and business priorities)



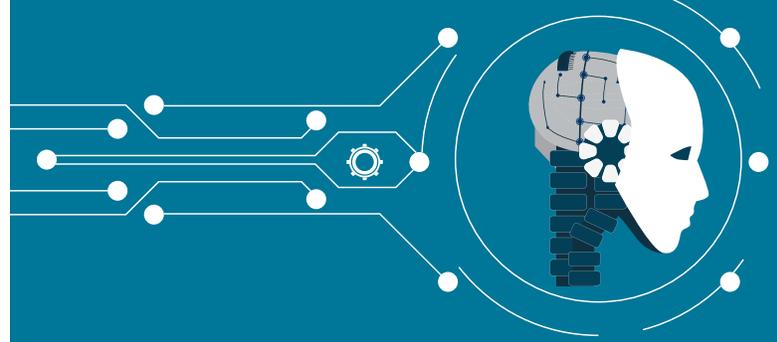
The AI Business Case Remains Strong

The potential benefits driving continued investment into intelligent automation are abundant. Survey respondents report nearly equal levels of benefit in every stage of the talent management process, with a slightly higher percentage citing benefits to the screening process (58 percent). High-performance organizations again outpace the rest in terms of anticipated benefit by a margin of about 18 percent. The largest disparity between high performers and the others surfaces in the area of performance management. Forty-one percent more high-performing employers believe these processes will receive the most benefit from AI, citing the opportunity for AI to drive more robust, objective, and feedback-rich processes, a key enabler for advancing employee performance.



The Promise

(Percentage of employers expecting benefits from AI in key talent functions)



AI Potential: Advancing the Relationship Between Employers and Their Recruiting Partners?

When considering AI's potential to improve the relationship among companies, candidates, and their recruiting partners, Allegis Group asked respondents to identify areas where increased communication with their recruiting partner would be valued.

Employer View: Some AI Opportunity

By a large margin, employers identify screening (33 percent) and defining workforce needs (27 percent) as the top areas for greater communication between the employer and the recruitment provider. In response to the top areas where human interaction is most valued, 29 percent of employers identify screening, revealing their desire to actually collaborate with human recruiters during this stage. Yet, only 16 percent identify defining workforce needs as an area where human interaction is most valued, suggesting a greater level of comfort leveraging available AI or smart technologies from their recruiting partners to help guide workforce planning.

Candidate View: Keeping it Human

Candidates also show strong alignment in valuing more communication during the recruitment process. They report that they most value more communication from their recruiting partners in sharing available job opportunities (41 percent) and providing an understanding of those opportunities (23 percent) – the initial stages of the process where failing communication can waste time and derail the best career choices. Unlike employers, however, a significant portion of candidates (32 and 21 percent, respectively) rate human interaction as a top priority in both of these stages. This sentiment indicates a strong preference for the dialogue to be conducted by someone who can listen and offer insights in light of the candidate's goals, concerns, and outstanding questions.



Diversity & Inclusion (D&I): **An Opportunity to Lead**



Organizations have always viewed efforts at increasing diversity in the workforce and creating more inclusive cultures as “the right thing to do.” Today, many also recognize the business urgency for D&I. Demand is outstripping the supply of talent with critical skills. Demographic shifts are making the supply of available talent more diverse than ever before. Attracting diverse workers is essential to filling many critical roles, and keeping them onboard, engaged, and advancing their careers is the key to gaining the most value.

Raising the Level of Priority

Among survey respondents, D&I is reported as a significant area of interest, but there is room for improvement. Slightly less than half of the employers report D&I as a top priority for the business (44 percent). High-performing organizations outrank their peers in identifying D&I as a top business priority – but only by 16 percent. And, while about one-third (34 percent) of employers say they are making significant progress, only 27 percent say they have a well-researched and understood strategy in place. Seventeen percent go on to say success is undefined, and 11 percent report that D&I is not even on their radar at this time. Notwithstanding, about 50 percent of employers cite very effective D&I efforts pertaining to a multitude of diverse groups, suggesting a potential gap between perception and reality.

Actions for Improvement

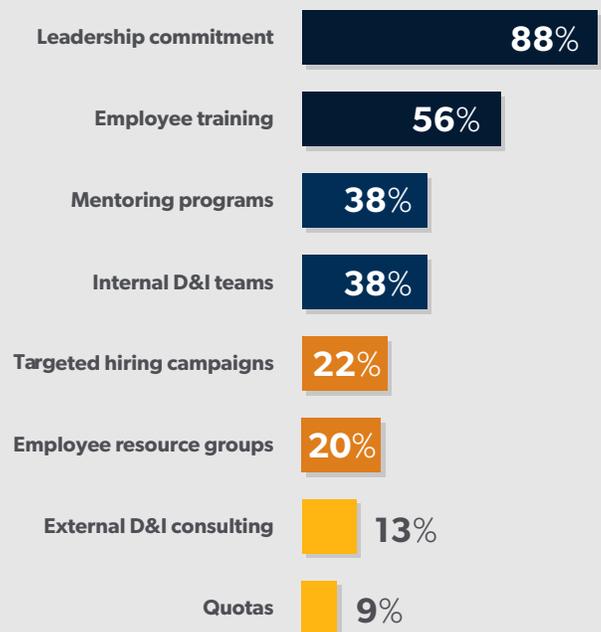
What does it take to affect change in D&I? According to the survey, high-performing organizations and the rest of employers are in alignment regarding the most effective tactics, although high-performing organizations rate each tactic slightly higher in effectiveness than the status quo. According to respondents from high-performing organizations, leadership commitment is the highest-rated factor in improving D&I (88 percent), followed by employee

training (56 percent), mentoring programs (38 percent), and internal D&I teams (38 percent). Tactics rated lowest in effectiveness include quotas (nine percent) and external D&I consulting (13 percent).

D&I will continue to offer talent advantages to organizations that commit to improvement. To drive D&I outcomes, organizations seek meaningful strategies that are connected to leadership’s goals, set in the context of their unique businesses, and supported with internal education, teams, and advocates who can drive results.

Top Tactics in Achieving D&I Success

(Percentage of high-performing talent organizations citing key contributors to improved D&I)



Millennials:

The Workforce of the Present and the Future



The Millennial generation now makes up the largest segment of the U.S. population today.⁴ In 2018, they are predicted to be the largest voting-eligible group in the U.S. population⁵, and by 2025, they are predicted to make up three-quarters of the global workforce.⁶ This generation presents opportunities for a talent advantage to organizations that endeavor to best understand them and capitalize on what makes them unique, effective contributors in driving business outcomes.

Weighing the Double-Edged Perceptions of Millennials

Survey respondents identify various characteristics of the Millennial generation that organizations should take into account as they develop their talent management strategies. The characteristics mentioned most frequently by employers include technically savvy/resourceful (56 percent), entitled (41 percent), educated (31 percent), and idealistic (28 percent). When findings are broken down by generation, Millennials describe their own characteristics slightly differently, with top mentions being technically savvy (54 percent), innovative (39 percent), educated (35 percent), and hard-working (32 percent).

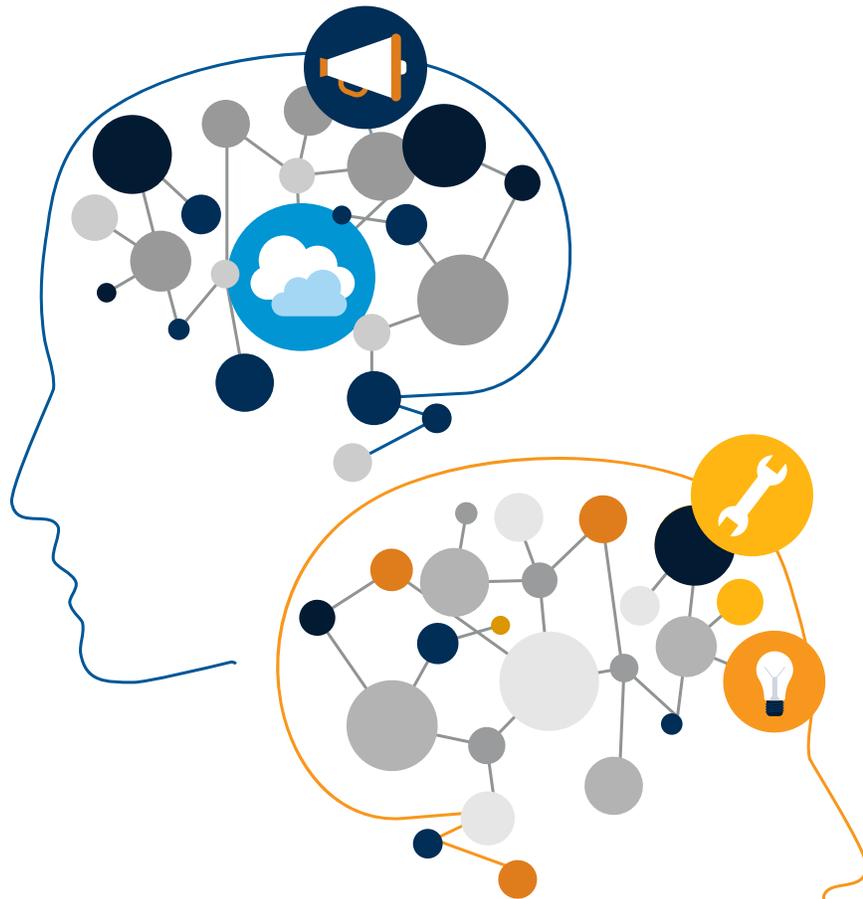
It should be noted that these findings are a reflection of common perceptions, a subjective measure that is likely to change over time. Along with caution in trusting general perceptions of this group, each cited characteristic has a double edge. A high level of technical proficiency can come at the expense of investing in interpersonal communications. A sense of entitlement can translate into confidence and a convincing executive presence. Idealism can push companies to think bigger and tackle problems that organizations have come to accept over time.

Adapting to the Trends and Perceptions

Smart organizations adapt management philosophies to embrace Millennial trends while also facilitating organizational success. Digitizing the enterprise, questioning the status quo, and establishing strategies for corporate social responsibility (CSR) and career-pathing roles more clearly are all examples of effective adaptation.

While companies recognize they need to improve their ability to engage with Millennials, only a small portion of them have put a meaningful strategy into action. Only 31 percent of organizations report significant progress in their approach to recruiting Millennials. Furthermore, a full 28 percent of organizations claim Millennial recruitment “is not really on our radar at this time,” and 24 percent say, “success is undefined.” Finally, high-performing organizations are more than twice as likely to identify Millennial recruitment as a top priority for business success, and 28 percent more likely to have defined success for Millennial recruitment strategies.

Even with the improved outlook of high-performing organizations, more progress can be made. The most competitive organizations will accelerate their focus on this critical workforce segment and undertake organizational changes that attract and engage them while fostering greater business advantages.



Getting Ahead in the Race for Talent



The human capital landscape is constantly changing. Employers have more ways to identify and engage talent — and candidates have more immediate access to more opportunities — than ever before.

The speed of interaction, the demand for critical skills, and the rise of a younger, more diverse workforce population place new demands on the talent organization. As survey responses indicate, high performers are inclined to strongly embrace best practices across talent acquisition. In doing so, they are rising to those demands of competing for talent in a global digital marketplace.

At Allegis Group, we are committed to helping companies take the lead in securing great talent. Our experience has shown that no single formula or best practice will guarantee success. Instead, a commitment to a leadership mindset is



important to navigating a dynamic world of talent and business. What does it take to stay ahead? Consider three critical keys to success:

Be Open to Change

To embrace new tactics and technologies, talent organizations have to be willing to question the status quo. From re-examining a job definition to adjusting the screening process, no part of talent acquisition is sacred.

Keep an Eye on the Details

How quickly do sourcers respond to potential applicants? Do hiring managers introduce new hires to their coworkers on day one? Are misleading or biased screening questions blocking qualified candidates from being hired? High performers are willing to look at details, ask challenging questions, and fix gaps when they appear.

Own the Process

An organization's hiring managers, talent acquisition function, and recruiting partner all have a shared responsibility for the success of a talent strategy. A clear understanding of responsibilities, an established communication process, and a commitment to measuring performance will ensure every stakeholder takes an active role in helping the company identify, attract, and retain critical talent.

Understanding big picture trends and perspectives is essential for taking the lead in the race for talent. This report was developed to provide insight on those trends and a starting point for any talent conversation. Evolving talent acquisition is an active and constant process, and the opportunities for improvement are endless. For business and talent leaders, the competition will not wait. The time to start the conversation is now.

Endnotes

¹ Fatemi, F. (2016, September 29). The True Cost Of A Bad Hire -- It's More Than You Think. Retrieved from www.forbes.com.

² Meinert, D. (2015, June 1). What Do Personality Tests Really Reveal? Retrieved from www.shrm.org.

³ Maurer, R. (2016, August 11). Playing Games with Applicants. Retrieved from www.shrm.org.

⁴ Fry, R. (2016, April 25). Millennials overtake Baby Boomers as America's largest generation. Retrieved from www.pewresearch.org.

⁵ Brownstein, R. (2017, July 25). Millennials to pass baby boomers as largest voter-eligible age group. Retrieved from www.cnn.com.

⁶ EY - Work-life challenges across generations: global study. (2015) Retrieved from www.ey.com.



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