



SETTING STANDARDS



DELIVERING RESULTS

THE TALENT WAR

**A UNIFIED FRONT:
COMPETING IN THE WAR FOR TALENT**

WWW.GLCGROUP.COM



INTRODUCTION

Despite reports that 14% of US employers anticipated adding employees in 2011— driving the most promising hiring expectations since 2008, organizations continue to take precautions with regards to hiring practices. Meanwhile, demand has increased with talent acquisition leaders expecting the highest requisition loads they've ever seen by 2012. Many companies are now caught. They've cut internal recruiting departments to the bare minimum and relegated recruiting to HR Generalists and Hiring Managers – literally doing more with less.

The talent war rages strongly. As of August 2010, there were approximately 227,000 open manufacturing jobs for which employers could not find qualified candidates. By the year 2012, it's estimated (the U.S) there will be three million skilled workers short, and it's not just in the manufacturing sector. They have found themselves at the mercy of reactionary recruiting and workforce planning has taken a back seat.

Talent acquisition, a low-priority the last few years, has clearly reemerged as the key to an organization's strategic success. Traditionally decentralized recruiting practices will need to identify strategies to build comprehensive recruiting programs to attract and retain the best talent – giving their business the competitive edge. The need for gathering internal market intelligence to enable proactive workforce planning is critical.

The task at hand becomes implementing and operating a unified talent acquisition practice that is aligned with strategic business goals, and doing so with fewer HR staff and less budget than in past years.

STRATEGIC SETBACK

With talent demand increasing and critical talent in short supply, the long anticipated talent war surges forward. The economic downturn saw organizations re-assess their recruiting operations, with many going to an outsourced model to manage high-volume hiring activity. According to the Everest Research Institute, the recruitment outsourcing market actually saw a doubling of new deal signings in 2010 as compared to 2009. Outsourcing answered another challenge by allowing internal recruiting teams to focus attention on strategic direct sourcing of critical, niche and hard to fill positions.



Strategic organizations took advantage of the downtime to build programs to competitively position themselves as the markets regained strength. But what about the organizations whose internal resources were stretched to the limit as budget cuts and hiring freezes were implemented? Hiring was not an issue, so it was a natural move for HR Managers to take over recruiting and the focus on future workforce planning was distracted. HR Managers were able to manage the process – approving requisitions, posting openings, and screening candidates to present to their Hiring Managers. Where they were challenged in finding candidates or too limited on time, third-party agencies have been the answer.

PROCESS GAPS, DRIVEN BY LIMITED RESOURCES, RESULT IN REDUCED TIME TO:

- Respond to Hiring Managers
- Develop proactive sourcing and talent pipelining strategy
- Screen high influx of applicants
- Direct source passive candidates
- Respond to quality candidates quickly and efficiently
- Understand similar hiring needs in other areas of business

Fast forward to today. Hiring Managers are starting to speak out regarding the short-comings of the current recruitment process and the impact it is having on their business. They need more Engineers than were anticipated as operations pick up, they need sales reps to meet demanding quotas, all this while managing turnover levels that are already exceeding projections. With limited resources and disparate recruiting efforts, HR Managers are scrambling to keep up.

Responsible for processing the high influx of applicants while managing the rest of their responsibilities, HR Managers are at the proverbial tipping point. The demanding workload is resulting in a decrease in quality of candidates and thus, a significant increase in time to fill. Additionally, a Human Capital Institute survey shows that 53% of companies surveyed are aware of their organization's talent needs, but still wait for the actual job requisitions before beginning any sourcing activity.

The result? Hiring Managers, and subsequently the business, are collateral damage of a reactionary recruiting state that is struggling to maintain supply with demand.



A UNIFIED FRONT

Whether your organization has a single HR Manager supporting multiple Hiring Managers or a larger HR department, the question remains constant: how can they build a competitive employer brand, acquire key talent and support the overall business without increasing their own resources?

The first step is to define your workforce plan – a forecast of your internal talent supply and demand. By determining your headcount, contingent labor use, turnover and recruiting, you can establish a “build, buy or borrow” strategy for talent acquisition. As the talent marketplace tightens, your plan should consider immediate and long-term talent acquisition objectives. A unified plan, incorporating the requirements of all business areas, will enable you to better understand shared needs for shared opportunity. Hiring Managers are clear that every new hire is a critical business decision and they expect an efficient and timely talent acquisition strategy. With a plan for collaboration amongst a currently disparate recruiting organization, you enable the turn to a more proactive, strategic environment. In driving a strategic talent acquisition organization, topgrading your talent pool and decreased time to fill receive equal assessment. Continuing with limited resources, how do you now implement your talent strategies while still meeting the strategic business objectives?

CUSTOM RECRUITING SOLUTIONS

A custom recruiting solution, designed within the parameters of your organization, enables the implementation and operation of a unified talent acquisition practice. This will create a clear understanding on where to source top quality talent while developing a shared talent pool. Ultimately, with scalable teams to manage fluctuating hiring requirements, an organization will better manage recruitment spend while supplying top talent to meet the business needs

According to the Aberdeen Group, of 200 companies surveyed (49% of which had less than 1,000 employees), 34% turned to a recruitment process outsourcing solution to consolidate their internal recruiting function.

Key steps to identify the role for a custom recruiting solution in your organization include:



INVESTIGATE CURRENT PROCESS AND ESTABLISH BASE POINT

- Identify your workforce plan and talent needs
- Assess your current recruitment process
- Understand role of people, process and technology

DEFINE DESIRED END-STATE

- Define where your process excels
- Determine solution support required (build, buy or borrow)
- Collaborate with the experts

CUSTOM STAFFING SOLUTIONS

- Co-source: a blend bringing in the support of outside partner (onsite or offsite)
- Project Solutions: Bandwidth solutions to manage project/surge hiring needs or parts of the process
- Fully Outsource: Outsource full recruitment process

The key benefits of engaging an outsourced recruiting partner like GLC are built on a foundation of strategic partnerships. Creating an environment of shared intelligence, talent acquisition is supported by a cost-effective, scalable option to help manage fluctuating hiring requirements. The end result is with the gained time, HR now has the means to move from a reactionary environment to a strategic and competitive recruiting organization.

A unification strategy, built on a backbone of integrated, standardized processes and technologies creates an environment for improved decision-making. Ultimately, it will provide an organization the resources to put the planning back into workforce plan and enable talent acquisition leaders to strategically align with the organization's long-term goals.



ABOUT GLC GROUP

GLC Group is a full-service talent resource offering innovative, flexible and aggressive workforce solutions nationwide. When it comes to finding and providing the right talent for our clients, we set higher standards and deliver the greatest results. We don't just hire to fill a job description, we work to fit within a company's corporate culture by seeking talent that ultimately will grow with your company. For over a decade, we've earned the reputation as one of the nation's premier providers of recruitment services.

We are a company of top performers offering unmatched expertise and a proven track record in providing both contingent workforce talent through GLC On-The-Go and Permanent Placement, Recruitment Process Outsourcing (RPO) and Business Process Outsourcing (BPO) services through GLC Associates. At GLC, we take a simple approach to understanding our client's needs...we listen. We work hard as their partner, providing them with innovative recruiting techniques, keeping them updated on the latest employment trends and delivering the personal guidance needed to effectively manage their staffing needs while achieving financial and operational goals.

When it comes to choosing the right partner to help manage your workforce, GLC is revolutionizing the way companies view talent outsourcing. We pride ourselves on the solid relationships we've built with both our partners and our candidates, providing unmatched service to each. Any company can sing their own praises, but we believe that our client's first-hand experience speaks for themselves.