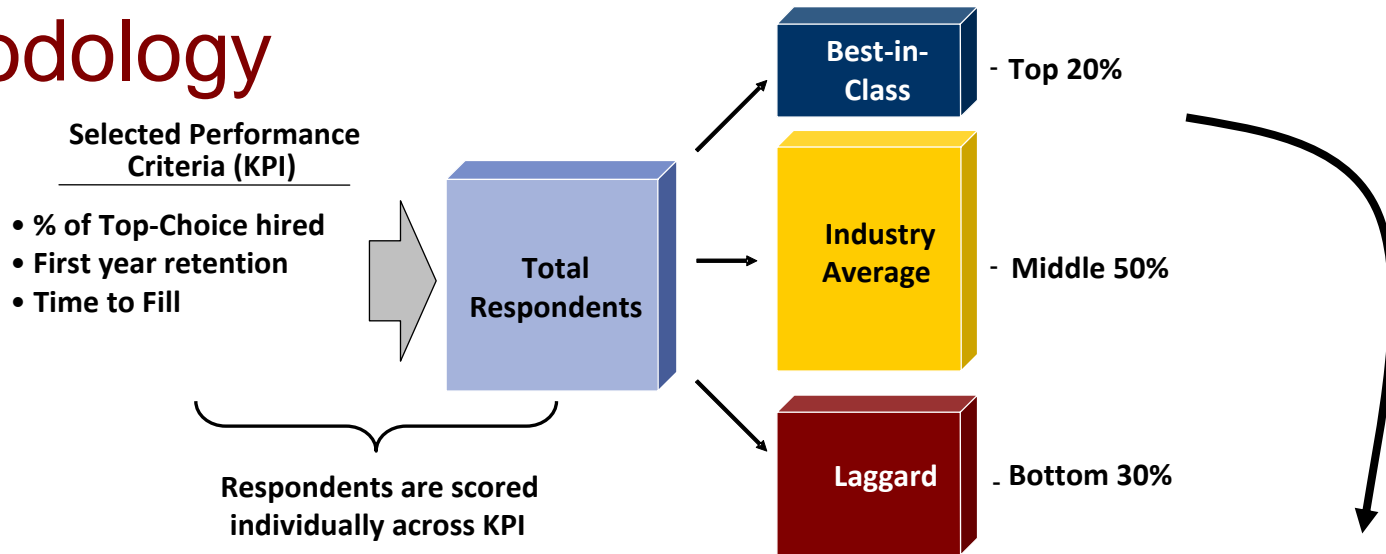


**“Recruiting may slow or stop,
but
talent acquisition never does.”**

~ Lou Manzi, March 2009
(former VP of Global Talent Strategy,
GlaxoSmithKline)

Aberdeen's Research Methodology



- ❑ **What are top-performing companies doing differently?**
- ❑ **What pitfalls are they avoiding?**
- ❑ **Why are they achieving greater success?**
- ❑ **What technologies and services are enabling them to succeed?**

Pressures: External forces that impact an organization's market position, competitiveness, or business operations.

Actions: The strategic approaches that an organization takes in response to industry pressures.

Capabilities: The business competencies (organization, process, etc...) required to execute corporate strategy.

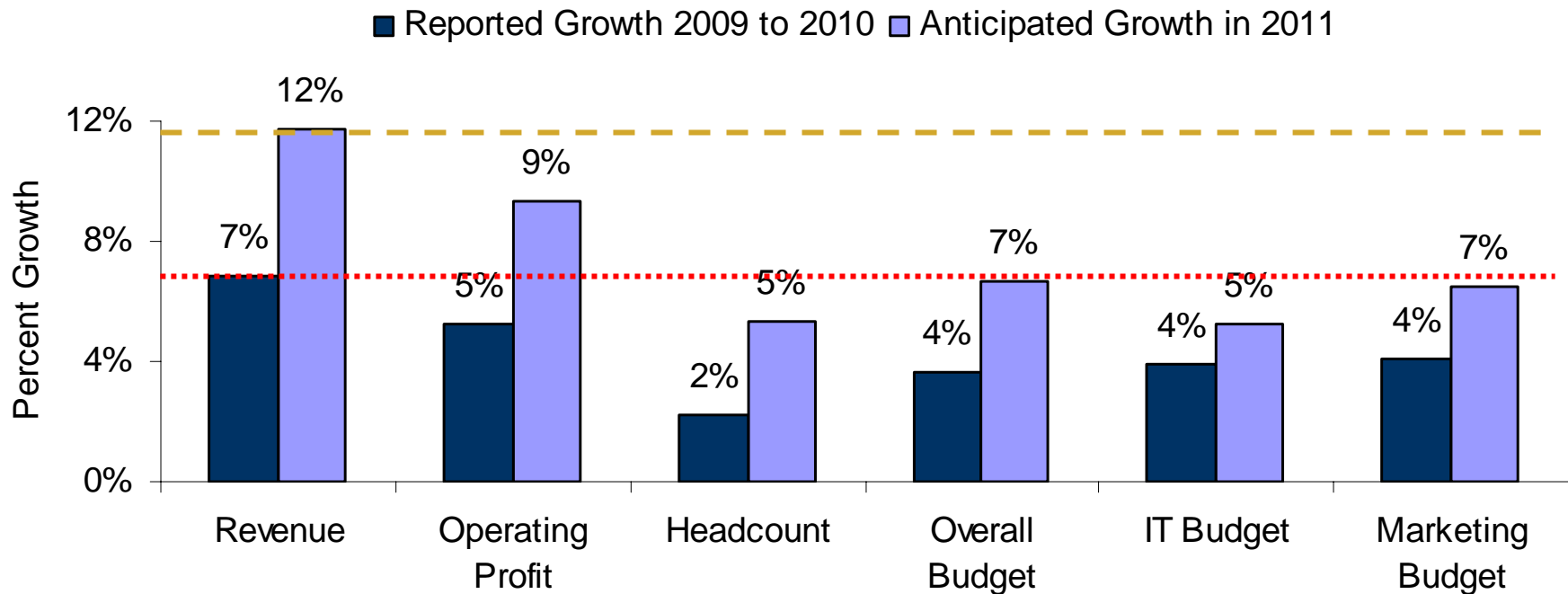
Enablers: The key technology solutions required to support the organization's business practices.

What We Will Discuss

- ❑ The Business reality and Recruiting's role in it
- ❑ What HR and Recruiting must do now to be a strategic enabler
- ❑ The 2011 HCM priorities of the Best-in-Class
- ❑ The role and imperative of CRM

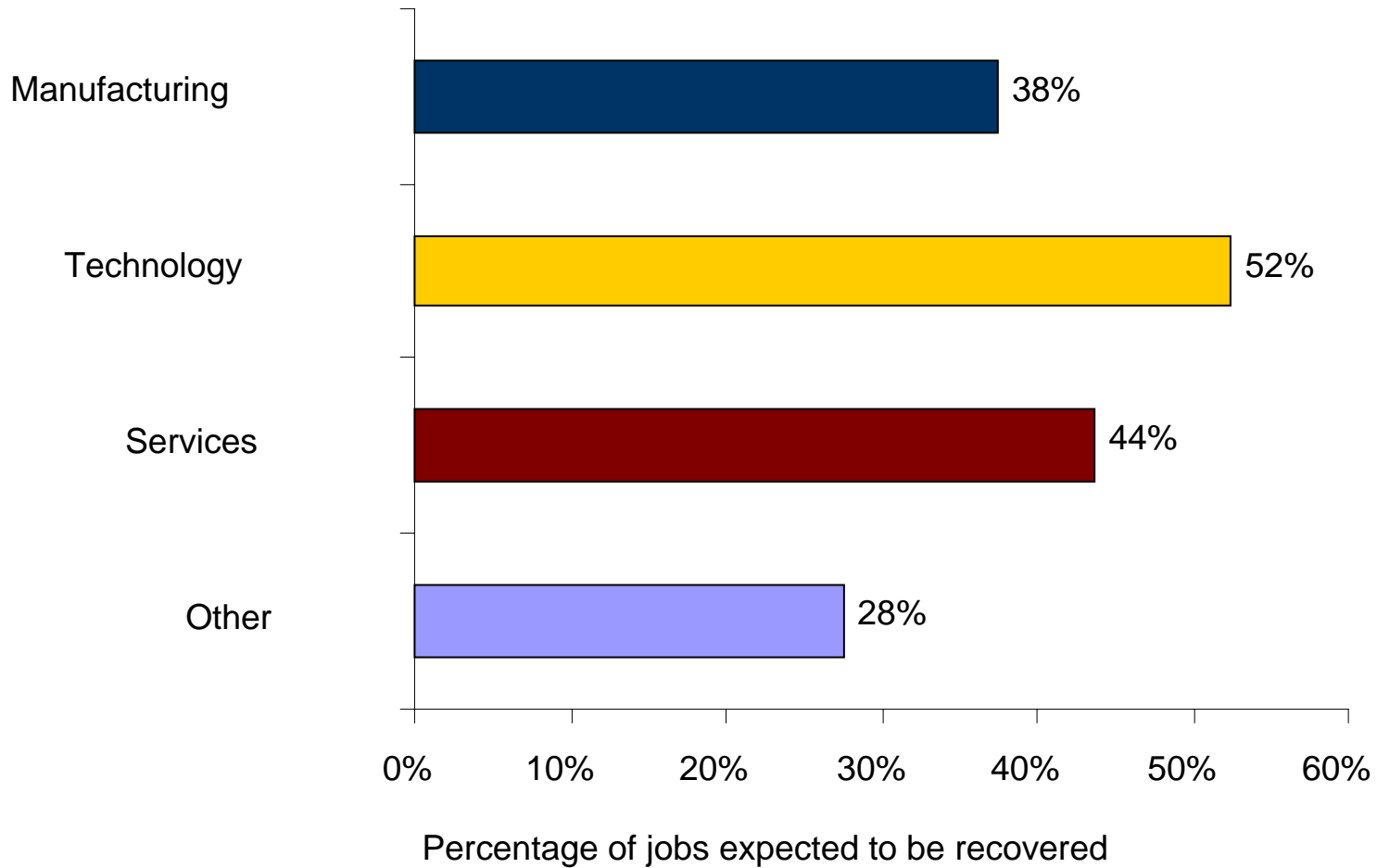
	Data from Dec 2009	Data from Mar 2010	Data from Aug 2010	Data from Dec 2010 (change in 2011)
Anticipated Change in Headcount for Fiscal 2010 *	(1%) *	2% *	4% *	5%

Headcount and Budget Continue to Lag



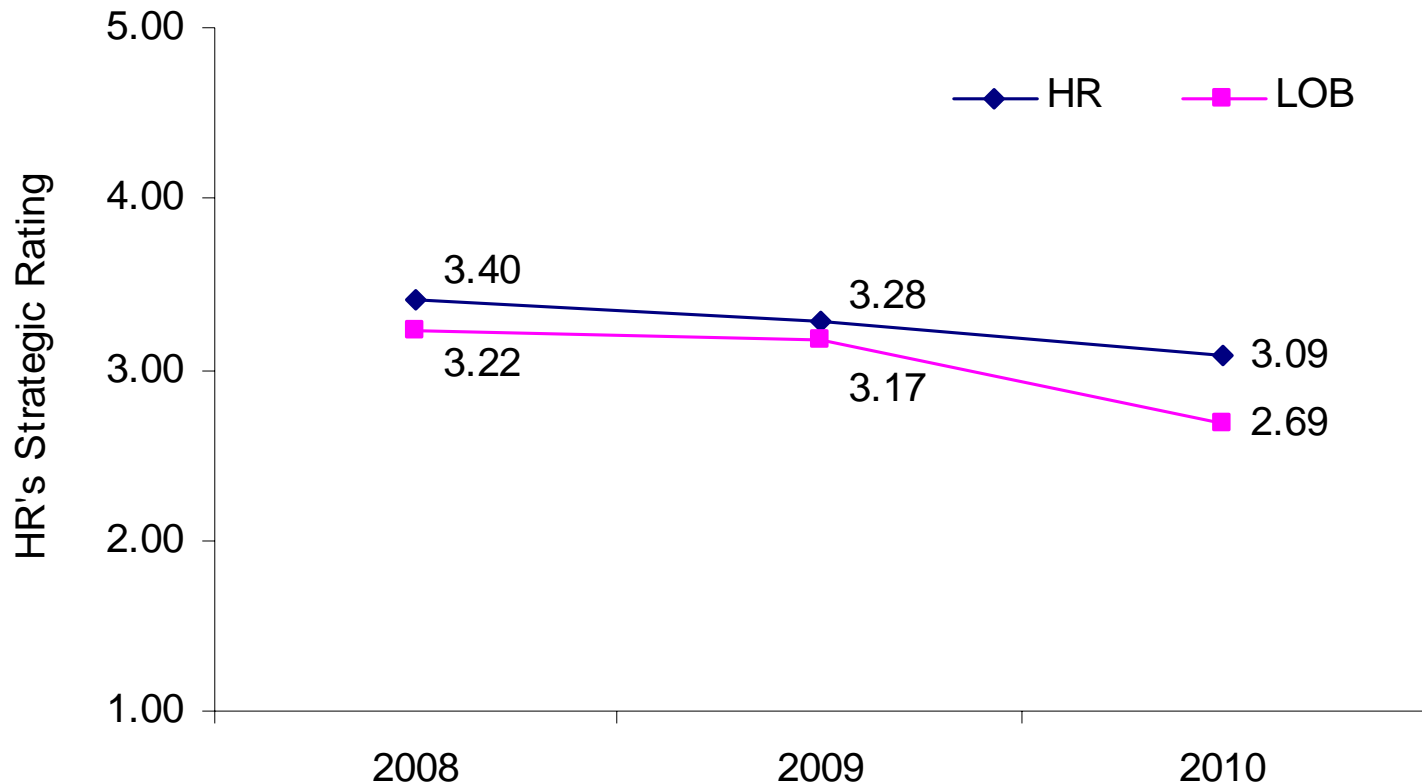
Source: Aberdeen Business Review Q4 2010

Expected Headcount Recovery



Source: Aberdeen Business Review Q4 2010

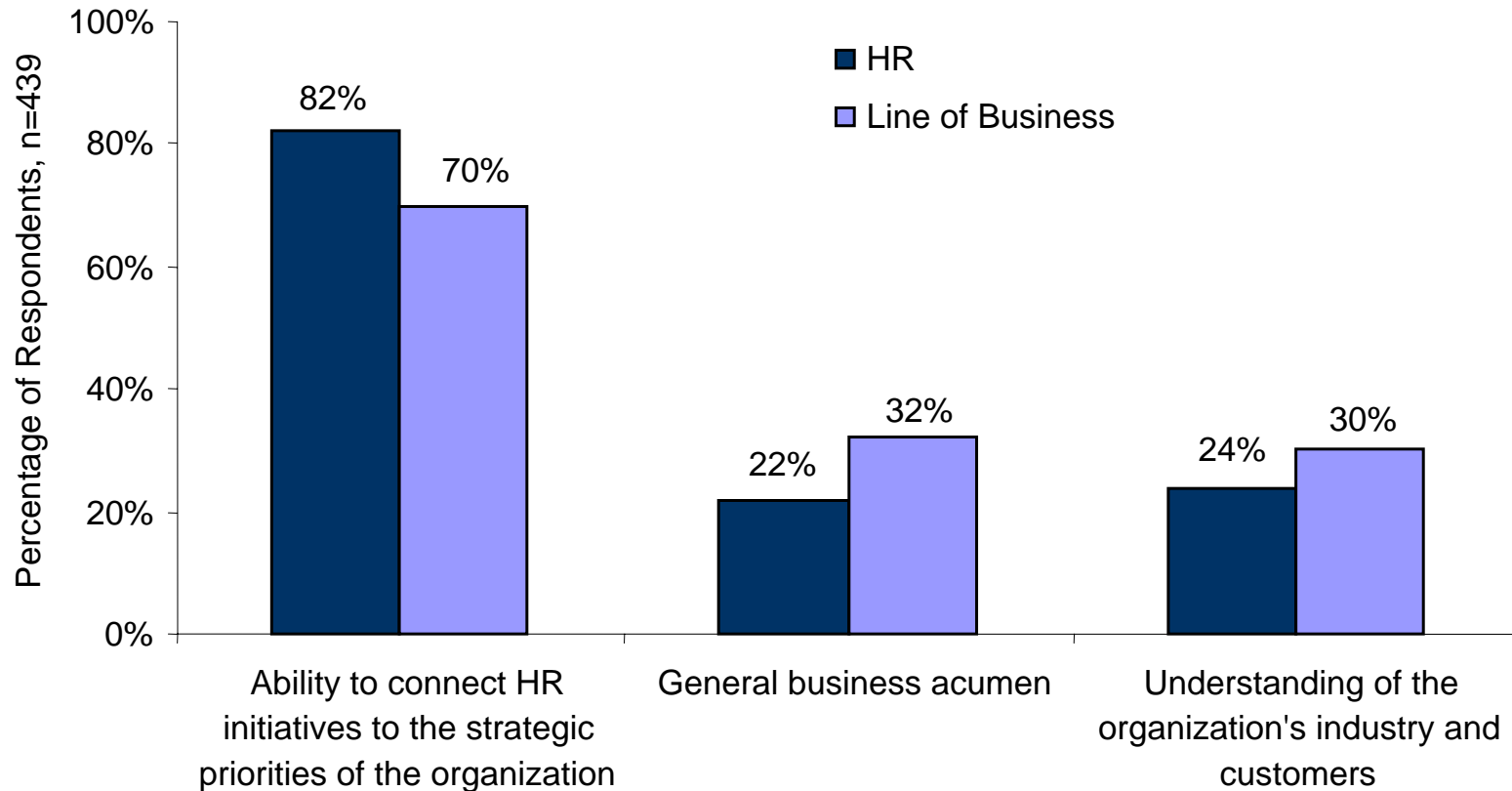
The Strategic Rating of HR



Scale of 1-5: 5 = HR is very proactive and closely tied to the business' objectives and 1 = HR is reactive, very tactical, and not aligned with business objectives

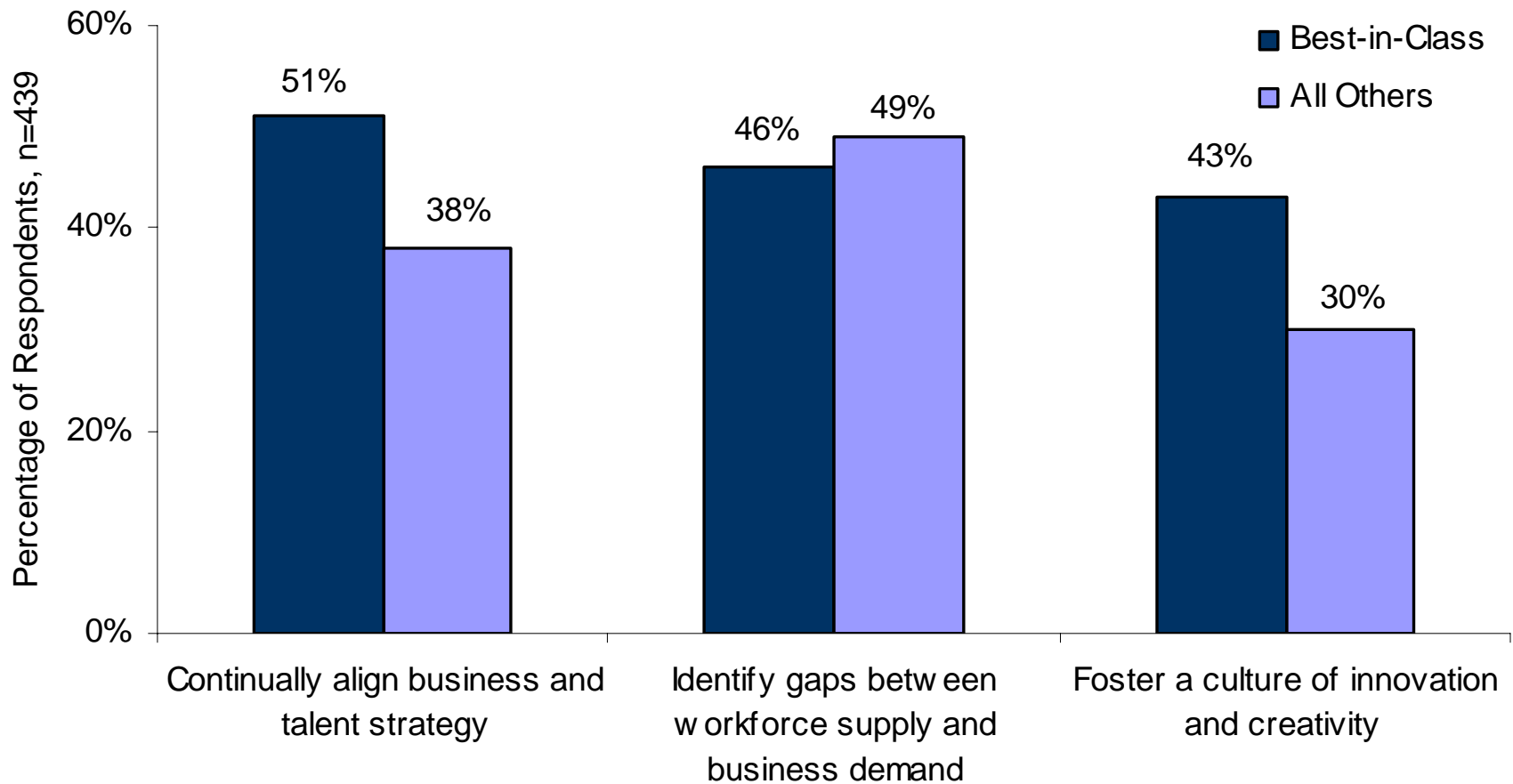
Source: Aberdeen Group, 2010

Critical Skills of the HR Leader



Source: Aberdeen Group, 2011 HR Executive's Agenda

Top HCM Strategies in 2011



Source: Aberdeen Group, 2011 HR Executive's Agenda

Be Visionary!

- Do you have a defined HR Strategy?
- Is your HR Strategy tightly aligned to the Business Strategy?
- Does your HR Strategy adapt to changes in the Business Priorities?
- Do you publish your HR Strategy and share it with your business leaders?



Human Resources Strategy Guide



“The person we seek is currently employed, loyal to his or her company and part of a high performing sales team. It’s not going to be a first call pitch – it’s going to be multiple calls – and go way beyond the recruiter level, to the hiring manager and executive level”.

~ Michael Jones, Aug 2009
(VP of HR Field Operations, Ricoh Americas)

“Relationship Recruiting” in Action

Recruiting Strategy

- Tight collaboration b/w HR and Field Sales (including development)

- Introduced Relationship Recruiting
- Realigned recruiting management structure
- Universal engagement (managers, recruiters, HR)

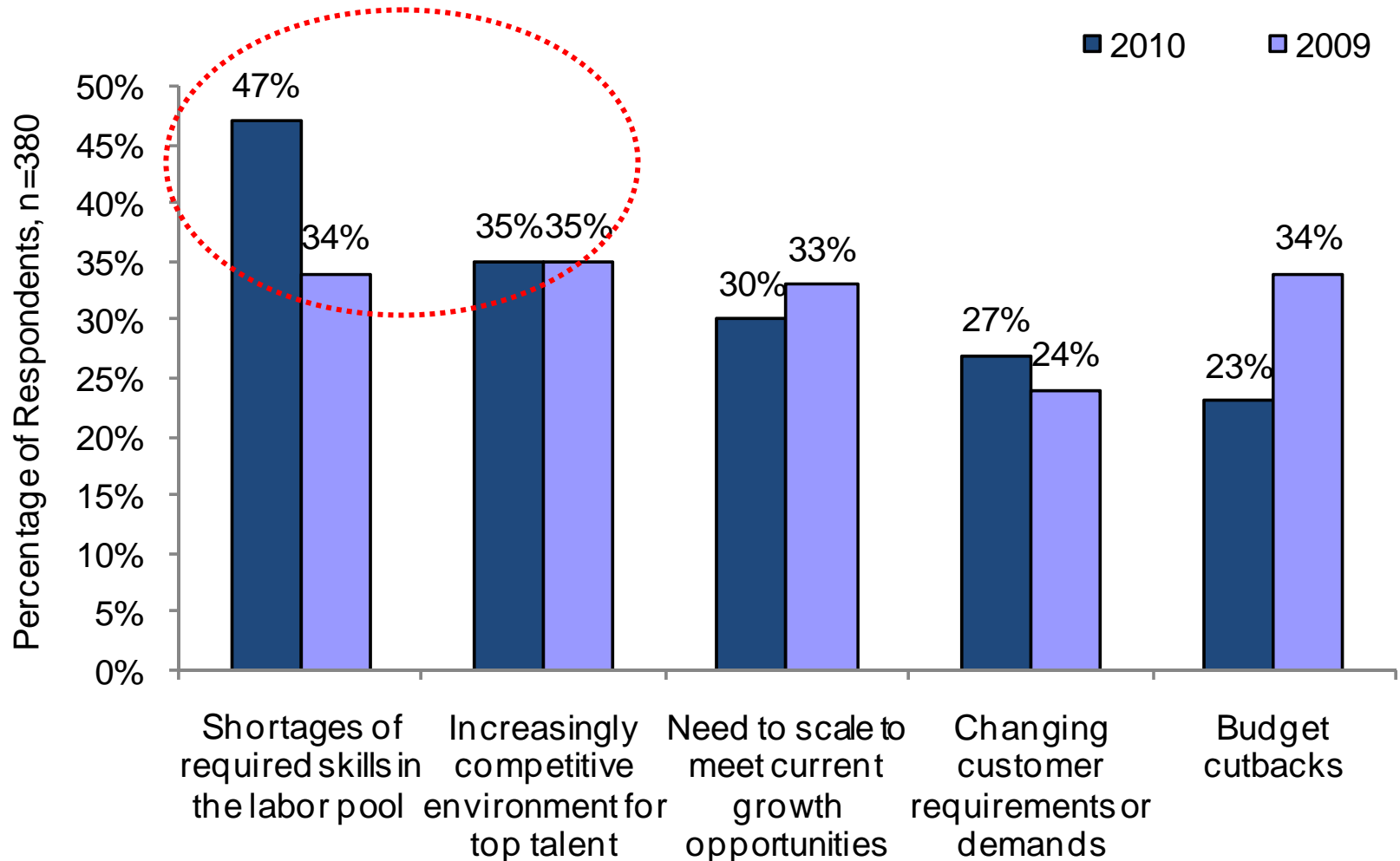
100 fewer Sales new-hires produced \$10 million more in sales! AND 80% y-o-y gain in passive candidates hired.

Drive Execution

- Operationalize Recruiting
 - Monthly Operations Review Calls
- Enhanced Inspection
 - Reporting/Stack-ranked scorecard
 - Requisition Review
- Adopted Sales Approach – used Sales language & tools
 - Tracked/ reported candidate interview progression
 - Scripted objection handling
 - Created *Blitz* calling days
 - Pipeline Management

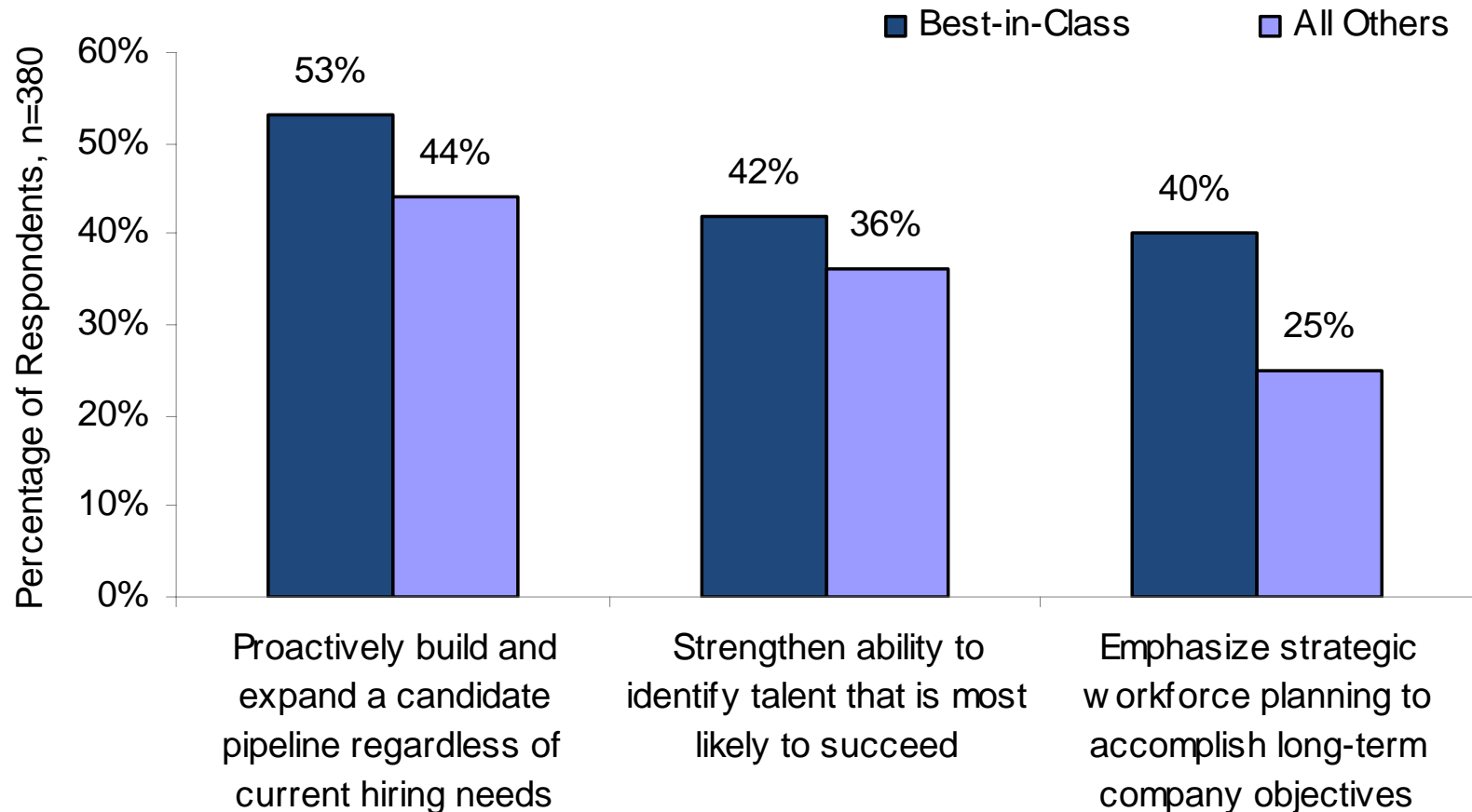
Talent Acquisition 2011 and Beyond...

Pressures Driving Talent Acquisition



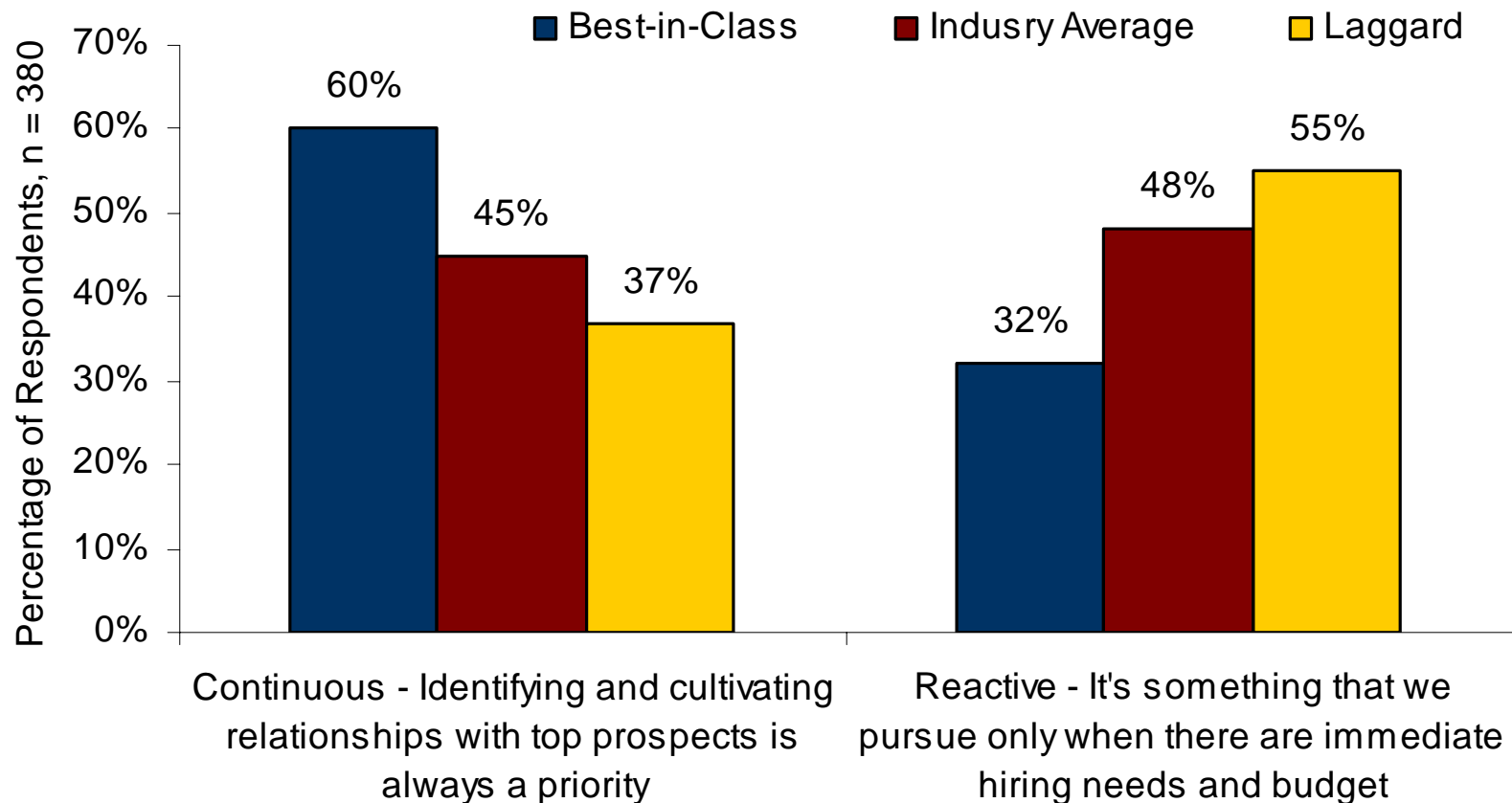
Source: Aberdeen Group, 2011 Talent Acquisition Strategies

Top Strategies regarding Talent Acquisition



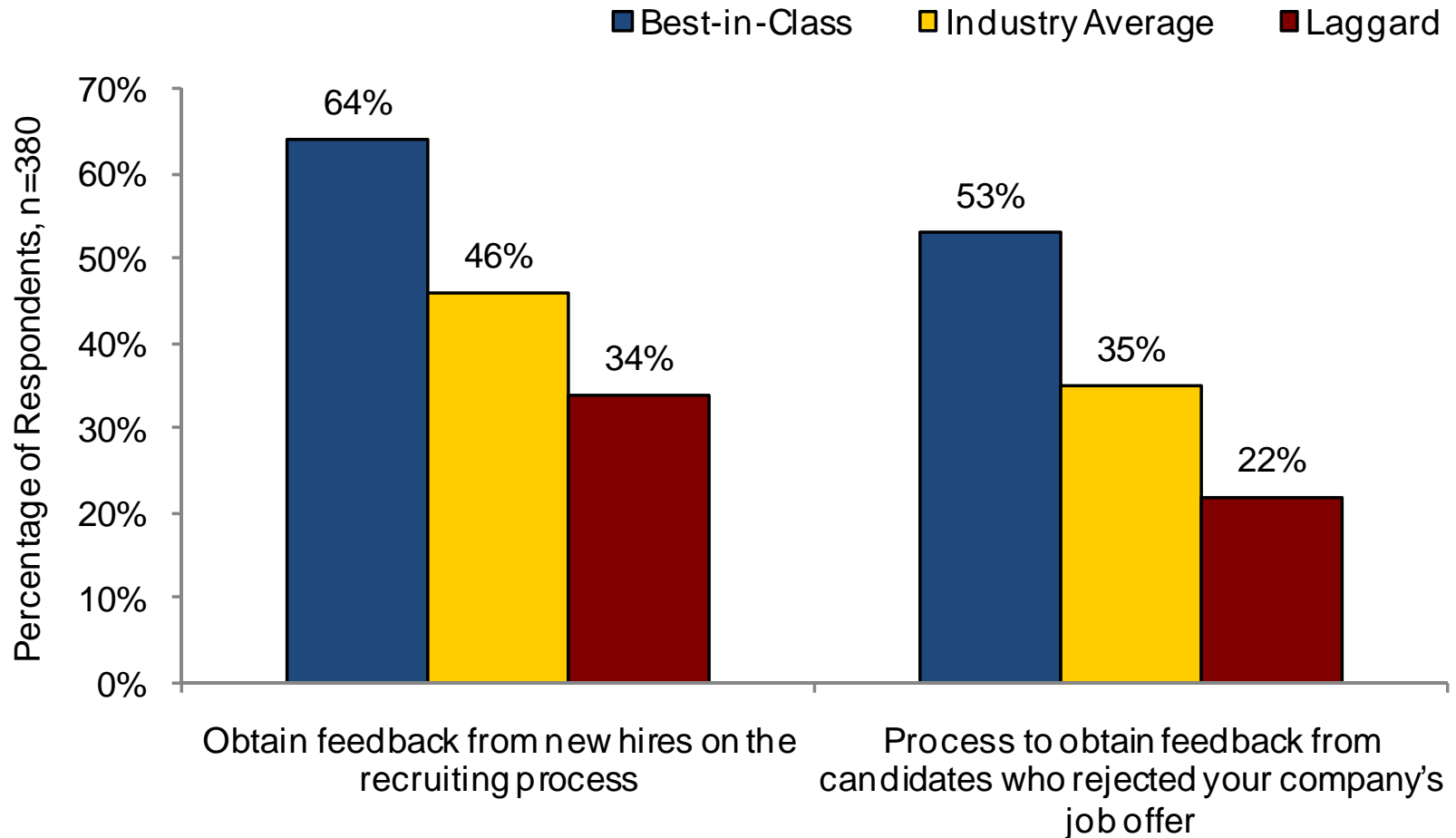
Source: Aberdeen Group, 2011 Talent Acquisition Strategies

Continuous vs. Reactive Talent Acquisition



Source: Aberdeen Group, 2011 Talent Acquisition Strategies

Experience Management is Key!



Source: Aberdeen Group, 2011 Talent Acquisition Strategies

“We aren’t necessarily **looking for candidates to pay attention today, but **in several months** when they might not be as engaged in their current job, we hope that they’ll then think of us. Of course, **this requires** much more than simply planting seeds, it takes **work to keep these relationships going.**”**

~ Gordon Frutiger, Associate Director, National Sales Recruiting, VALIC

Candidate Relationship Management **VALIC**

- ❑ **Provider of retirement savings plans** for public sector, non-profit, edu and hospital systems.
- ❑ **1,250 financial advisors**
 - ❑ High turnover
 - ❑ 55 is average age
 - ❑ Retirement a big issue for next 20 years
- ❑ **Goal** - Build a deep pipeline of candidates for the future
- ❑ **Implemented CRM technology (Avature)**
 - ❑ track candidates from a variety of sources
 - ❑ send out updates and information to keep engaged and informed
- ❑ **Use social media** to build and maintain relationships
 - ❑ In first 8 months of '10 hired 275% more candidates via LinkedIn than entire 2009

40%

Organizations that indicate they have a formal candidate relationship management process and also utilize tools to manage and track all candidate communications are 40% more likely to be Best-in-Class as compared to organizations with a formal candidate relationship management process but no corresponding technology (28% vs. 20%).

Source: Aberdeen Group, 2011 Talent Acquisition Strategies

The Rise of Emerging Tech in Talent Acq.

- ❑ **Despite only being implemented by 33% of Best-in-Class, another 51% indicate plans to put them in place.**
- ❑ **Imperva (case study)**
- ❑ Shifted recruiting process from 3rd-party recruiters to an internally managed strategy using social networking
- ❑ Reduced external recruitment agency fees from \$800k/year to <\$100k
- ❑ Reduced time-to-fill from 90+ days to <30 days
- ❑ Increased # of quality apps received 10x

Recap

- ❑ Know who you want to bring on board
- ❑ Proactively reach out and establish connections
- ❑ Do so via the means via which people prefer to communicate
 - ❑ Finding them vs. waiting for them to find you
 - ❑ Via modality of their choice
- ❑ Make Talent Acquisition an organizational imperative

Thanks for your Interest in our Research!

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