

Top 10 Talent Management Best Practices for 2013

Make the Most of Your Most Important Asset

In today's lean business environment, companies are maximizing the value of their people. Your people—or talent—are an asset you can leverage to dramatically increase your success. The more you know about your talent, the more you can drive performance. Leveraging talent management can help you capture meaningful information about people, know the talent that is driving results, and act on insight for better business performance.

If employees represent the majority of your company value, maximizing that value requires knowing your talent. Upcoming skills shortages, the social media infusion, and the need for ubiquitous access are just a few of the things driving 2013's best practices in talent management. By focusing on the future and leveraging integrated technology, you'll be in prime position to learn, discern, and apply employee data to propel your organization's success.

1. Develop a Social Recruiting Strategy

With professional and personal lives continuing to blur, organizations need to look beyond job boards and career fairs to locate the candidates they covet. By integrating your organization with social media sites like Facebook, Twitter, and LinkedIn, you increase your company's chances of getting in front of the right people at the right time.

2. Extend Your Employment Brand

You may have a great careers Website that impresses your candidates, but what kind of impression does your organization make on new employees during the onboarding process? Make sure your employment brand comes off strong, professional, and prepared: have new employees complete forms electronically before the first day of work, and ensure that all employee equipment and systems are ready to go when they arrive.

3. Engage Your Line Managers

If your line managers cringe when they see you coming, it's time for some changes. Get out of policing mode and into enabling mode. Provide an easy way for your line managers to talk about performance with employees that report directly to them. Give them tools that make initiating, providing, and logging employee feedback simple. And help them coach their employees, so they always feel prepared.

4. Prepare Now for Upcoming Talent Shortage

By the year 2016, there will be five retirees for every new job entrant.¹ Get ahead of the upcoming shortage by strengthening and building the talent you already have. Target learning and development initiatives to address areas such as individual development plans, leadership development, and compliance and certification.

¹ Knowledge Infusion, Jason Averbook, "Second Annual Great Technology Debate at HR Technology Conference & Exposition," October 4, 2011.

Talent Management

Talent management is a combination of HR processes that enables you to

- Develop a social recruiting strategy
- Engage line managers to discuss performance with direct reports
- Prepare for the upcoming talent shortage in 2016
- Automate talent management
- Cascade companywide goals across the entire organization
- Identify top performers internally and externally
- Leverage your talent to drive overall performance and competitiveness

5. Take Stock of Internal Talent

Skills shortages are an impending reality—even if you aren't already facing them. To manufacture talent from within and to easily identify new talent, you need to be well acquainted with your current workforce. What are their educational and employment histories? What kind of critical experience, certificates, and licenses do they have? Do they speak other languages? What are their career aspirations? The more you know about your employees, the more opportunities you'll have to engage them—and the more likely they'll be to stick with you.

6. Integrate Talent Management

Go beyond looking at the efficiency of your individual talent management processes to truly integrate them and unlock the value of your data. For example, tie performance data to the recruiting process. Performance data identifies your high performers, and recruiting data provides prehire information about where your high performers came from. Tie these two together, and you'll know exactly where to find more high performers.

7. Line Up Future Leaders

With a talent shortage coming, you need to look at your bench strength and begin building a leaders pipeline. Leadership academies provide an excellent means of nurturing future frontrunners. Identify leadership competencies, create a dedicated environment for developing leaders (leveraging your companywide learning system), and provide individual leadership development plans.

8. Automate Talent Management

If you're still running a few talent management processes with paper or e-mail and documents, you need to do better. Improve the experience for candidates, employees, hiring managers, and HR with end-to-end automation. Instead of saddling employees with burdensome administrative tasks, use processes to drive your organization's success.

9. Move Everyone in the Same Direction

Because progress only occurs when everyone is working toward the same results, start with companywide goals that cascade down to departments and individuals. As business conditions change, provide managers with an effective way to update employee objectives and realign work to ensure that scarce talent is deployed on the right activities.

10. Manage Talent Anytime, Anywhere

With the speed of business constantly increasing, agility is no longer enough when it comes to acquiring and retaining good talent. Your candidates, managers, and employees will need around-the-clock mobile access to your talent management systems. This could mean enabling managers to approve requisitions via smartphone while boarding flights, or giving candidates the ability to see job openings when they walk by your office building. Regardless of the task, make sure you can accommodate these mobile talent needs.

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