



Improve Hiring Quality, Efficiency,
and Speed with Talent Acquisition
in the Cloud



"Oracle Talent Acquisition Cloud enables us to recruit more and better candidates worldwide by providing a user-friendly interface to candidates and broader information to our HR teams, including candidates' social footprints. Further, it enables our HR teams to be more productive and improves recruitment process efficiency and effectiveness."

Gerardo Lara, Global Director, Recruitment and Training, Acciona

An improved economic outlook is driving organizations to seek opportunities for growth, with a subsequent surge in hiring. Far-reaching changes in technology, however, have made a significant impact on methods of talent acquisition. For example, multichannel sourcing powered by digital recruiting and social media is becoming the norm, often leading to vast numbers of applicants to assess. In spite of such changes, your mandate is still to quickly ensure the best hire is made from all candidates. Additionally, once a candidate is hired, it's your job to make sure they have everything they need to hit the ground running.

A talent acquisition solution can deliver automated and streamlined processes to help even the most complex multinational organizations source, assess, and hire top talent. It can also offer unprecedented insight into the success of recruiting staff and strategies, so you can continuously boost talent acquisition efficiency and effectiveness.

"Being able to understand talent and talent movement across the organization and improve mobility is central to our mission to deliver innovation. And an integrated, cloud-based talent management solution allows us to develop critical talent pools and assess, select, hire, and onboard that talent more effectively."

Sona Manzo, Vice President of Oracle Solutions-HCM Cloud, Hitachi Consulting



FACT: CEOs see serious talent management challenges ahead, and 93 percent say they recognize the need to change their strategy for attracting and retaining talent.

PwC, "17th Annual Global CEO Survey," 2014



FACT: A full 60 percent of survey respondents have updated or are currently updating and revamping their talent-sourcing strategy, and another 27 percent are considering changes.

Deloitte Consulting and Bersin by Deloitte, "Global Human Capital Trends 2014: Engaging the 21st-Century Workforce," Deloitte University Press, 2014

TAKE YOUR APPLICANT TRACKING SYSTEM TO THE CLOUD

Fast-changing businesses require agility. Cloud solutions improve agility by giving you quick access to the applications you need and the flexibility to implement features at your pace. Cloud implementation offers value and productivity through functionally rich services that are standards-based and can be delivered without compromise to business practices or policies. You gain peace of mind with a modern cloud that is

- » Personalized—The benefits of SaaS such as speed, simplicity, and lower costs, with the added ability to tailor applications to your unique business requirements
- » Connected—Seamless integration across cloud, on-premises, and third-party applications
- » Secure—Top-to-bottom security, with data access based on user's role and location
- » Compliant—Comprehensive processes ensure compliance capabilities without exception

Automate and Streamline Talent Acquisition

With a healthier economy comes increased competition: your competitors not only want your customers, they are often recruiting the same candidates and may even be eyeing your top employees. According to PwC, half of CEOs reported plans to hire more people over the next 12 months,¹ which means competition for talent will be intense. Finding, hiring, and keeping quality talent is critical to successfully capitalize on opportunities for growth. The revenue impact of a great hire—as opposed to an average one—can be in the millions, according to HR expert John Sullivan. He notes that Google has calculated that recruiting a top technologist (versus an average one) will result in 300 times more productivity and business impact.²

An automated and streamlined talent acquisition solution centralizes all your talent data to deliver readily available analytics insights for better decision-making. By using workflows adapted to your business, you can benefit from improved collaboration, visibility, and sharing across your team. These capabilities can help you hire high volumes of employees quickly, find candidates for hard-to-fill positions, build global talent pools, and rapidly bring new personnel up-to-speed. The three key areas of talent acquisition that these capabilities could improve are

- **Sourcing.** Comprehensive strategies for employee referrals, social media sourcing, and multichannel job distribution let you improve the quality of hires, reduce the time to hire, and lower hiring costs.
- **Recruiting.** Multitiered screening and assessment tools ensure that only the best candidates are brought to a recruiter's attention. Automated applicant tracking as well as interview and requisition management let recruiters and hiring managers streamline the hire process. An intuitive, consumer-like experience and tailored career websites offer candidates a positive impression of your brand.
- **Onboarding.** New employee productivity is improved by making it easier to complete new-hire paperwork online, ensuring they have the equipment they need, and immediately connecting them with critical knowledge and training.

In addition, when talent acquisition solutions are implemented in the cloud, organizations large and small alike can quickly take advantage of sophisticated features and functions. With infrastructure costs and resources taken out of the equation, cloud-based solutions offer your organization another way to boost business performance by transforming the way you attract and hire quality talent.

¹ PwC, "17th Annual Global CEO Survey," 2014.

² John Sullivan, "Show Me the Money—The Top 10 Revenue Impacts of a Great Hiring Process," *ERE.net*, July 30, 2012.

FACT: McGraw Hill Financial increased referral rates to 25 to 30 percent of hires with an expected climb to 40 percent after wider deployment of the Social Sourcing feature of Oracle Talent Acquisition Cloud to a global employee audience.



Source the Best Talent

CEOs are worried about continuously ensuring they have the right talent to help meet business goals, with 63 percent reporting that the availability of skills was a serious concern.³ If it's taking too long to fill jobs, especially those that require experienced workers with hard-to-find skills, you may need to expand your recruiting sources.

Whether you are launching a major recruiting campaign or addressing specialized hiring needs, adding social media to your process can help. The Pew Research Internet Project found that 74 percent of online adults use social networking sites.⁴ And increasingly, employers also depend on social networking sites for some part of the hiring process. According to the CareerXroads Source of Hire report, 54 percent of the employers surveyed rated the influence of social media on hires of experienced professionals in 2013 to be significant or dominant.⁵ An automated talent acquisition system can leverage multiple sourcing channels to find top internal and external talent—including social networks and media, talent communities, employee referrals, and job boards—and provide a mobile-enabled candidate application process that's easy to use.

BUILD A PIPELINE OF PREQUALIFIED TALENT

Job candidates are using social media to explore and expand their career options; however, HR personnel are not as satisfied on their end of the social media conversation. According to a recent Human Capital Institute talent survey, only 56 percent of organizations agreed that social media recruiting is manageable for their recruiters. Likewise, only 61 percent reported that they are able to effectively connect with candidates through social media.⁶

Social media offers significant potential to address recruiting challenges. Easy-to-use, automated procedures in a talent acquisition solution enable you to take advantage of social media and be more proactive in your recruiting efforts. A talent acquisition solution can help you seek out and build relationships with the best candidates available, not just the best who are looking for jobs. This way, you can build a supply of prequalified talent ahead of demand, shortening your hiring cycle. Some of the features that help deliver the power to automate and scale your social sourcing are

» **Job distribution.** Send new job listings, links, and status updates to an unlimited number of Facebook pages, LinkedIn groups, and Twitter handles. Automated scheduling can post future listings on a "set it and forget it" basis.

"You must expand your network through your employees. When your employees post job openings on their social networks, their message shouldn't be: 'Come work for my boss.' It should be: 'Come work with me.'"

Jack Perkins,
"Stop Recruiting, Start Connecting," InformationWeek (Commentary), July 29, 2014

³ PwC, "17th Annual Global CEO Survey," 2014.

⁴ Pew Research Internet Project, "Social Networking Fact Sheet," January 2014.

⁵ Gerry Crispin and Mark Mehler, "Source of Hire Report 2014, CareerXroads.

⁶ "Human Capital Institute," Talent Pulse: A Quarterly Research eBook on Talent Acquisition," 2014.



FACT: On average, it takes 10.4 referrals to lead to a hire.

John Zappe, "Employee Referrals May Be Even More Effective Than We Think," ERE.net, January 31, 2012

BENEFITS OF PROACTIVE REFERRAL PROGRAMS

Providing an easy-to-use interface makes it simple for employees to identify roles and share them with qualified contacts who might be otherwise difficult to reach.

» **Inspire viral job sharing.**

Employees can easily share jobs via social networks and e-mail with friends (and friends of friends), who have matching skill sets. As employees' social networks grow, so does your talent pool. You can stop paying for job posts and let social networks do the work.

» **Engage passive candidates.**

Warm recommendations consistently lead to employees' friends—often passive job seekers—applying for jobs within a day of receiving the recommendation.

» **Reach higher-quality candidates.**

Your jobs will be automatically sent to relevant employees who can easily forward them to qualified friends.

» **Reduce hiring costs.**

Employees hired via referrals require much less recruiting spend.

» **Employee referrals.** Revamp your referral program so employees can easily use social media to share job openings with their personal network.

» **Career website.** Quickly and easily create a social and mobile-enabled, searchable job portal inside your career website. Build a strong employment brand, an engaging career website, and tailored candidate portals to turn your job website into a career experience that attracts passive candidates to apply for a position.

» **Talent community.** Push job alerts and company communications to an engaged community of interested candidates and passive candidates.

» **Facebook job page.** Broadcast relevant jobs to your company's existing base of fans and followers—maximizing the value of your brand's social connections.

» **Mobile access.** Instantly transform every job post on your career website into one that's easily viewable and sharable on mobile devices, without installing an app.

REDUCE SOURCING BUDGETS

Talent acquisition costs accrue when a new position is filled for the first time, when an existing position is refilled due to turnover, and when employees switch jobs internally. It is estimated that US corporations spend nearly \$72 billion annually on recruiting, and the worldwide number is likely three times larger.⁷

Using cost-effective, smart sourcing technologies in the cloud can reduce the need for recruiting agencies and decrease your cost of advertising. Whatever the size of your company, you can get the same talent sourcing advantages that large organizations enjoy. These technologies enable you to recruit faster from a wider network of qualified candidates, build stronger relationships with active and passive job seekers, and earn a higher return on your sourcing investments.

CONTINUOUSLY IMPROVE YOUR SOURCING STRATEGIES

Analytics and reporting help you understand what channels are working and how to optimize your budget and sourcing efforts. With a fully integrated solution, referral candidates and sources are tagged throughout the recruiting, hiring, and onboarding processes giving you an unmatched level of visibility. From one dashboard, recruiters see referral statistics in real time, as well as a live activity feed of referral activity. You can identify your best referrers and rank referrals with all other sources of hires to see a full picture of your most effective recruiting channels. Let good data drive your social recruiting strategy by measuring activity and results across all social channels.

⁷ Josh Bersin, "Corporate Recruiting Explodes: A New Breed of Service Providers," *Forbes.com* (blog), May 23, 2013.

FACT: Jazz Aviation screens 30,000 candidates per year and has reduced advertising costs by 50 percent with the Recruitment feature of Oracle Talent Acquisition Cloud, which allows the company to track where candidates find and respond to postings.

Streamline Your Recruiting Process

Engaged, innovative, and productive employees are a critical component in a company's success. Like everyone else, you are searching for the top candidates among all potential employees. You probably need to conduct this comprehensive search while reducing costs and increasing your effectiveness. Moreover, in many organizations, HR staff has to work within a flexible recruiting structure to support different hiring needs across the enterprise as well as different local and global requirements.

A talent acquisition solution in the cloud lets you automate and streamline the recruiting process to greatly improve recruiting. It can be configured to meet your specific requirements today, and it offers supporting solutions and partners to meet your needs tomorrow. For example, Monsanto implemented Oracle's cloud-based recruiting solution and streamlined the hiring process from 31 steps to 12, approved new hires 70 percent faster, and cut the number of approvals needed by 55 percent. These benefits greatly decreased the burden on HR and hiring managers, and millions of dollars in talent search costs were saved by having a global database of nearly 400,000 candidates at recruiters' fingertips.

More jobs were filled by third-party recruiters in 2013 than in each of the past eight years, according to CareerXroads report.⁸ In-house recruiters are being stretched to their limit and need help to get through the flood of candidates. A system that incorporates the following practices will make it easier to keep up with hiring demands.

Create a streamlined, fully automated recruiting process

You can hire better people, faster, by using multitiered screening and assessment tools and a standardized recruiting process.

- Determine basic eligibility with disqualification questions
- Use screening tools to find required abilities, certifications, and experience
- Precisely and automatically match all internal and external talent to open positions through a unique, profile-based recruiting system
- Use advanced search and artificial intelligence to create a short list of top candidates
- Provide intuitive tools for conducting effective interviews and making compelling offers

“HR plays a key role in facilitating the strategic processes and enabling local implementations. Without effective systems and tools providing aggregate data for planning processes, insights into regional requirements, and a single source for gathering talent data, organizations are simply unable to manage these multiple- talent strategies at a meaningful level.”

Lexy Martin and Stacey Harris,
“Global Human Capital Management Best Practices,”
CedarCrestone, 2014

⁸ Gerry Crispin and Mark Mehler, “Source of Hire Report 2014, CareerXroads.



“As we evaluated recruiting solutions, we realized that an integrated, strategic approach to talent management would help us recruit and retain the best possible employees to AkzoNobel. We believe that Oracle Talent Management Cloud will not only help us automate our recruiting, but also provide the analytics capabilities to help us better understand our talent needs, evaluate talent, and retain the best possible people in our company to continue its growth.”

**Pablo Vercelli, HR Director,
AkzoNobel Decorative Paints**

Standardize on one recruiting system, worldwide

Your recruiting system may have to stand up to increased demands following mergers, acquisitions, or growth. Standardizing the global recruitment process within a single system delivers a unified view of your organization's talent pools, which improves recruiting efficiency and visibility, fosters recruiter collaboration, and facilitates workload distribution as needed. A recruiting solution should also integrate with other talent and HR applications and processes to better scale as your business grows. An open platform and advanced integration tools allow the easy addition of solutions and content from certified partners for assessments, background checks, employment branding, surveys, tax screening, drug screening, and more.

Maintain compliance with hiring regulations and laws

You can track candidates throughout the entire hiring process and comply with fair hiring practices and laws around the world. Consistent, scalable, and compliant candidate-selection processes can reduce exposure to lawsuits, protect government contracts, and lower administrative costs.

Analyze recruiting data and continuously improve hiring quality

Quickly find, analyze, and display key staffing information at as high or as detailed a level as you need. Gain insight into which sources yield your top performers and high-potential employees and what characteristics these employees share. Take your recruiting to the next level by using the results of performance reviews to inform and improve future recruiting efforts.

Offer an enhanced user experience

Recruiters and managers want the flexibility to tailor processes without adding complexity. A user experience that is truly intuitive for recruiters and hiring managers saves time and allows them to focus on candidates, not tasks.

FACT: One of the most effective metrics for organizations to consider is quality of hire. Yet determining the criteria for measuring quality is challenging for many organizations, and only 15 percent of “laggards” track this metric. Laggard organizations must consistently measure quality across the entire organization to help improve talent acquisition.

Madeline Laurano, “Talent Acquisition 2013: Adapt Your Strategy or Fail,” Aberdeen Group, September 2013

FACT: Dell uses Oracle cloud-based talent acquisition solutions to electronically capture and manage all documents required for onboarding 20,000 employees annually—including forms and identification documents—accelerating processes, boosting HR efficiency by 30 percent, and ensuring compliance.



Accelerate New Hire Productivity

Research and conventional wisdom both suggest that employees get about 90 days to prove themselves in a new job.⁹ New employees know this and want to quickly prove their worth. Even if you have automated procedures, if they are not integrated with recruiting, global HR, and learning to create a seamless onboarding experience, you and your new employees are missing out. An onboarding experience powered by a talent acquisition solution in the cloud is efficient, consistent, and flexible. This benefits not only new employees, but also hiring managers, HR staff, and the company as a whole. With such a solution you can

- Accelerate new employee productivity by streamlining new-hire paperwork using data captured during the application process and sending validated information automatically to HR, payroll, and other systems
- Offer a customized new-hire portal as a confidential source of information
- Create standard processes across your organization, ensuring legal and policy compliance while enhancing your brand
- Increase employee engagement right away as new hires receive consistent communications regarding company goals and how they can support them
- Devote less time to tactical logistics and more time to employee orientation and training, increasing engagement and speeding time to contribution
- Ensure new hires have access to the right knowledge and training and can quickly complete necessary compliance training, improving efficiency and mitigating risk
- Keep the process on track, monitor tasks, and address bottlenecks in the onboarding process with comprehensive reporting
- Save money on the distribution of new-hire paperwork and training materials by moving the process online, eliminating a major expense in onboarding costs

Feeling valued, satisfied, and confident on the job is important for new employees, not only because it helps them perform at their best, but because it might also determine if they remain with your company for the long term. When you get your new employees off to the right start, you solidify the positive messages conveyed during the recruiting process—improving employee retention and unleashing the potential for higher profits.

“Over the past few years, many organizations have either stuck with traditional orientation programs that fail to assimilate new hires or embraced innovative programs that offer little impact on the bottom line. Although the ultimate goal is to improve the new hire experience, many of these programs fail to connect the dots between onboarding initiatives and business objectives. As a result, organizations face intense pressure to improve engagement (50 percent), meet company growth objectives (49 percent), and address critical skills in the market (44 percent).”

Madeline Laurano,
“Onboarding 2013: A New Look at Hires,” Aberdeen Group, April 2013

⁹ Talya N. Bauer, “Onboarding New Employees: Maximizing Success,” Society for Human Resource Management Foundation, 2010.



FACT: IDC named Oracle a leader in the key HCM category of talent management, including recruiting, performance management, compensation management, and learning management, in its 2013 MarketScape for Worldwide Integrated Talent Management reports.

“The Chief Human Resource Officer’s team can analyze enterprise information to identify the people and processes creating essential value for the company. Armed with that information, the HR leadership team can set a short-term strategy to secure or develop the talent needed to maintain or expand these activities. That way HR can anticipate where the next labor shortage may be and act pre-emptively to avoid business disruption.”

Bertrand Dussert, “5 Ways Chief HR Officers Can Impact the Bottom Line,” Forbes.com (blog), April 10, 2014

CONTACT US

To learn more, please call **+1.800.ORACLE1** to speak to an Oracle representative or visit **oracle.com/hcm**. Outside North America, visit oracle.com/corporate/contact/global.html to find the phone number for your local Oracle office.

Recruit the Right Talent for Business Success

Increased hiring usually means there is optimism about a company’s future, and that’s a great sign. However, your recruiting department may be understaffed due to years of economic downturn, and hiring managers may be overworked. Talent acquisition solutions from Oracle help you keep up with the demand for new employees through automated sourcing, recruiting, and onboarding. Moreover, they offer ease of use, increased efficiency, and dramatically lower costs.

Automated sourcing functionality lets in-house recruiters handle more of the ever-increasing load quickly and efficiently, leading to reduced reliance on agencies and other third-party vendors. This saves money and gives you greater control over your hiring efforts. Automated sourcing can also boost the number of new hires you get through referrals from current employees, in addition to improving referral quality and reducing time to hire and cost per hire.

With the right tools, you can easily create branded career websites, leverage social networks for job distribution, and use smart screening technologies to automate processes, so you can significantly increase the flow of new employees into your company. Once a candidate accepts your offer, automated onboarding processes ensure they move from new hire to productive employee as quickly and painlessly as possible.

Cloud-based systems let you stay current and quickly respond to change so you can easily add new features. You gain the high-end look and consumer-friendly feel of a modern talent acquisition solution without having to ramp up a computer infrastructure or maintain the system. Users are happy with accessible graphics and customizable dashboards that display data in the manner they find most helpful.

Oracle talent acquisition solutions are market-leading applications designed from the ground up to meet the needs of the modern HR organization—improving candidate quality, increasing hiring efficiency, and accelerating workforce productivity. They deliver the strategic advantages to meet your hiring goals and help you win the global war for talent.



"Bombardier strives to employ the smartest and most focused talent to design and manufacture its high-performance mobility solutions. We've gained a competitive edge in the global market with Oracle as our recruiting technology partner."

**Jean-Francois Deschenes, Chief Web Officer and HRIS Director,
Bombardier**

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