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**HUMAN CAPITAL
MANAGEMENT
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Win the Talent War with a Better Candidate Experience

Using Cloud technology to attract a world-class workforce

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Talent acquisition has changed dramatically since the great recession. Only a few short years ago, employers had the upper hand in the hiring process as they received applications from a long list of highly qualified candidates when filling a position.

Today, the reverse is true: candidates are in charge and employers are scrambling to attract qualified applicants. In fact, 90% of recruiters now believe that candidates are in charge of the hiring process.[1] This has led to a wholesale change in talent acquisition as improving the candidate experience and employer brand are now key areas of focus for HR.

The Talent Challenges Facing Mid-Sized Organizations

These changes impact all organizations, but they are especially difficult for mid-sized firms as they compete with larger companies for talent, yet usually have fewer HR resources available. For many mid-sized businesses, they are still using the talent acquisition processes they developed when they were small organizations and hiring may have been an infrequent occurrence. But as they grew, they encountered the following challenges:

- Difficulty sourcing and tracking the right candidates because of paper-based systems or spreadsheets
- Compliance is time consuming and difficult to track
- Limited reporting capabilities make it difficult to demonstrate the impact of the current recruiting process on your business
- Lack of automation or standardized processes increases time to hire

No long ago, an adequate Applicant Tracking System (ATS) would work fine for a mid-sized organization as the primary stakeholders were internal. Times have changed. In addition to the recruiters and other internal personnel, candidates must be considered an essential stakeholder. When considering a talent acquisition solution, organizations need to consider how it will support an outstanding candidate experience at every touchpoint in the recruiting process.

The answer to all these challenges lies with a simple, intuitive, complete end-to-end recruitment solution that includes recruitment marketing and employee referrals so your organization can easily source talent and streamline employee onboarding. Forward thinking businesses will select a talent acquisition solution that allows them fight and win the talent war with enterprise companies and still maintain a reasonable total cost of ownership.

In the open talent economy, technology allows talent to move more freely than before—from role to role, within and outside the enterprise, and across organizational and geographic boundaries.

2017 Deloitte Global Human Capital Trends

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[1] MRI Network - Recruiter Sentiment Study 2017

With a cloud-based talent acquisition system, you can streamline all sourcing and recruiting to increase the quality of your new hires and reduce costs associated with recruiting. With no software to install or maintain, your solution will be up and running quickly—and you won't need a large IT staff to manage it.

Building Employer Brand Awareness with Sourcing

A few years ago, organizations could send an email to prospective employees offering a "challenging opportunity with a world class organization" and generate a lot of interest. Deliver that same email today you might not receive one response. Sourcing has changed dramatically which has created a number of difficulties for organizations including:

- Not finding enough suitable candidates
- Employer brand lacks awareness among their target candidates
- Unclear employer brand that sends inconsistent messages to candidates
- Not meeting candidates across multiple channels
- Inability to solicit employee referrals

Today's candidates are actively seeking out new job opportunities and are using a variety of sources to find their next position. They visit LinkedIn and subscribe to Twitter to stay current with job openings. Candidates go to Glassdoor and similar websites to learn more about the culture, compensation and career development opportunities at other companies. They may interact with recruiters as passive candidates, possibly long before an appropriate position is available.

This new landscape offers tremendous opportunities for your organization. Leading companies will offer fully branded career websites that match their corporate site so it appears seamless to the candidate. Their talent acquisition platform will support multi-channel sourcing to take full advantage of social networks and the media.

They will also strive to take advantage of the best source for new candidates – employee referrals. Organizations that pursue these sourcing strategies will be rewarded with a higher number of quality candidates to consider for open positions. More importantly, they will be a step ahead of the competition when finding new talent.

Creating a Strong Candidate Pipeline with Recruiting

Once you've improved your sourcing processes and are effectively building awareness of your employer brand, the next step is to create a seamless recruiting process for both the candidate and the recruiter.

Much like sourcing, recruiting has changed radically in the past few years. Candidates' expectations for their hiring experience have never been higher. After years of simple and intuitive experiences ordering personal

items from the internet (e.g. books, hotels, music, etc.), they now expect this seamless process when looking for work as well.

Today's candidate doesn't care that the recruiter is juggling multiple open positions and potentially working with dozens of potential employees at any given moment. Nor are they concerned that a typical recruitment is a multi-step process that rarely works the same way twice. They expect a fast and smooth process from the job application, through the interviewing steps, all the way to the final offer. However, these expectations create several challenges for organizations:

- Manual processes slow the hiring process
- Candidates expect mobile friendly career sites
- Lack of reporting capability
- Inability to leverage employee referrals

Certainly, investing in a talent acquisition solution should automate the hiring process and speed things up for your candidates. But not all solutions deliver the same value. One pitfall for many recruiters is the use of one-size-fits-all talent software. While their recruiting needs as a small business could be managed with a simple solution, once they grow into a mid-sized organization and the recruiting volume increases, so does the complexity.

As their recruiting demands grow, organizations often want to customize their workflow to fit their internal processes. With a one-size-fits-all solution, this requires more time and money. It's better to start with a solution that put the power in the hands of the administrator, who can add new fields and custom reports without needing the vendor's help. In addition, many organizations welcome the opportunity to configure their talent software with connections for job boards, background checks, I-9s, and more.

Savvy companies understand that an effective talent acquisition solution not only makes life easier for HR, it also helps deliver an excellent candidate experience. Candidates are increasing looking for jobs using their mobile phones. In fact, 53% of Millennials use a smartphone as part of their job search and this number is expected to steadily increase.[2]

Candidates expect a seamless mobile experience that works as well as their typical consumer experience. Meeting this expectation will improve your organizations rankings on search engines and provide an important advantage in the competition for talent.

Your organization can also improve the quality and speed of hires by effectively leveraging internal employees to share jobs through their own social networks. This will help your organization reach a more targeted audience of potential candidates.

Hamilton Island *used manual spreadsheets to manage its recruitment processes and recruiters lacked the visibility needed to track and gain insight into recruitment status.*

After implementing Oracle Talent Management for Midsize, **they increased recruiter productivity by 30%, and cut annual agency costs by $237,000.**

"Oracle provides a scalable and highly configurable solution to automate our recruitment and onboarding processes, enabling us to engage the best-qualified talent faster"

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[2] Pew Research Center – Searching for Work in the Digital Era 2015

Improving all the elements to recruiting is an important first step, but you still need to measure the results. There are a number of key recruiting metrics (time to fill positions, cost to hire, etc.) that measure how well an organization manages the hiring process. A robust tool that provides full visibility with end-to-end reporting will help your company gauge its progress.

With the right recruiting foundation, you will find the best people before the competition, create efficiencies, and avoid missed opportunities.

Reinforce The Candidate's Employment Decision with Onboarding

Sourcing and recruiting candidates are important parts of the candidate experience, but the process isn't complete until the new hire has been successfully on-boarded. New hires want to know – have I made a good decision to join this organization? A poor onboarding experience can lead to a short tenure or reduced productivity on the job. While every organization wants to reinforce its new hire's decision by providing them an easy onboarding process, there are several challenges that can get in the way:

- Cumbersome paperwork for employees
- Regulatory requirements aren't consistently met
- Slow time to full productivity

Candidates expect their future employers to replace their paper based forms with electronic ones. Providing them e-signature forms also makes the process easier and faster to complete. If your organization requires more security, look for solutions that offer dual e-signature that can be used to insure two point authentication to ensure that only the intended employee signs the form.

Managing candidate compliance can be difficult, especially when multiple new hire are joining at the same time. Provide your organization additional peace of mind by using a talent solution that automatically assigns task complete dates based on the date of hire. It's also helpful to assign secondary tasks based on the completion of the primary tasks to insure all necessary forms are completed on a timely basis.

As your organization grows, you may want to customize the onboarding process for different groups. For example, it's often helpful to create tailored landing pages and custom documentation for different audiences or work locations. Collectively, these efforts will result in a consistent onboarding experience that leads to greater retention and productivity.

Oracle Talent Acquisition for Mid-Size (TBE).

Candidates are in control of the recruiting process and organizations need to respond with an outstanding candidate experience to attract new

employees. Only Oracle provides a flexible, configurable, and scalable platform, along with an ecosystem of complementary apps, which address every facet of talent acquisition.

With Oracle's Talent Acquisition for Mid-Size (TBE), you can:
- Cultivate your employment brand to attract best fit talent to your organization
- Broaden your talent funnel
- Accelerate your time to fill and lower the cost to hire
- Experience a quick and easy go-live
- Offer a fully mobile responsive experience for candidates, employees and hiring managers

And all this can be achieved for a low total cost of ownership. The battle for talent is too fierce to select a talent acquisition solution that doesn't meet all your sourcing, recruiting and onboarding needs. With Oracle's Talent Acquisition for Mid-Size, your organization can deliver a great candidate experience and become the preferred employer in your industry.

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