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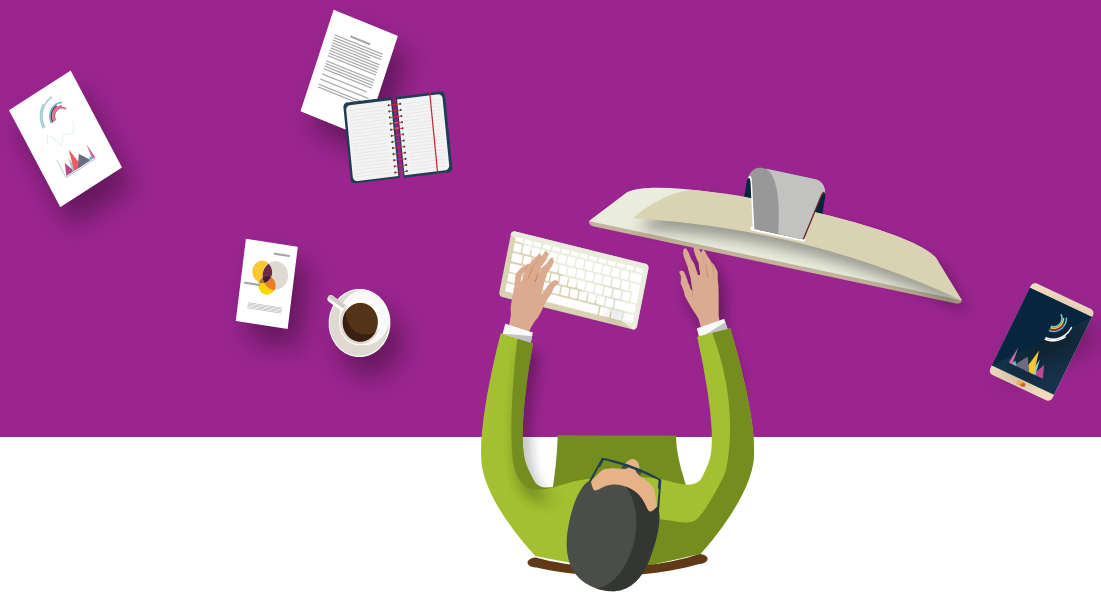
talent trends report - HR game changers



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Randstad talent trends report - HR game changers

the top 15 trends shaping the world of work and their implications for HR and talent management

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about the Randstad talent trends report - HR game changers

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empowering HR & business leaders with the power of insight

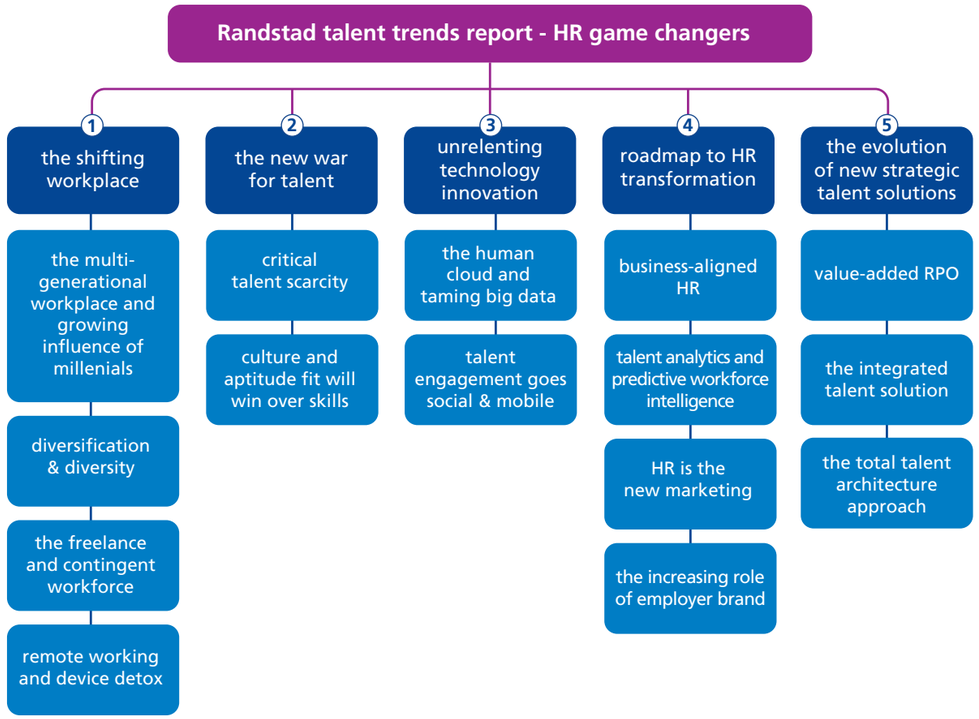
a unique look into the top 15 trends that will shape the world of work

The workplace as we know it, is being rapidly reshaped by multiple game changing trends which is having a significant impact on business growth and access to skilled talent with HR at the epicenter. Today's dramatically shifting business, globalization, talent and regulatory landscape is continuously throwing up new challenges for the HR leaders to debate and unravel. In light of these changing trends, the role of HR function is shaping into a more strategic, driving role with increasing focus on broader human capital issues.

So what are the challenges HR leaders face today? This report offers an in-depth analysis of what's happening in the market, and what actions need to be taken. The inaugural issue of **Randstad talent trends report - HR game changers** identifies major game-changing shifts shaping the world of work and their implications on the talent and business strategy. These changes have been broadly classified under five themes which are further elaborated into several mega trends impacting HR leaders both globally and in India.

Randstad Talent Trends Report – HR Game changers is one of the most comprehensive reports of the HR landscape based on a survey conducted on 350 HR leaders for their thoughts on the war for talent, the impact of talent scarcity, how they utilize flexible workforce, and a host of other issues to give an extensive understanding of HR practices in India.

By leveraging some of the insights and solutions in this report, HR leaders can critically assess the market trends, talent landscape and challenges they face to choose the right talent solution that better prepares the organization to the new world of work ahead.



theme one
the shifting workplace

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trend 1: the multi-generational workplace and growing influence of millenials

Ensuring you have a cohesive, multi-generational workforce will be a top priority. And, one of the most daunting challenges employers will face is how to manage an age-diverse workforce — according to 70% of the talent acquisition leaders surveyed in India.

It's no surprise how the differences in needs and motivations within just one generation can be so stark. With a growing number of Millennials — Generation Y workers born between 1980 and 2000 — making up the workforce, a significant divide can exist between this generation and Baby Boomers, and even Generation X. Each generation is significantly different when it comes to communication, use of technology, and expectations of colleagues and co-workers. As a result, employee engagement emerges as one of the most challenging aspects of workforce management today.

As the number of Generation Z employees entering the workforce increases and Millennials move into strategic leadership roles, employers must adopt a tactical shift in how they attract, engage, and manage employees. Specific strategies geared towards different generations are needed to optimise organisational cohesion. With the shift to the four-generation workplace, companies will need to develop a balance of different incentives to engage, motivate, and ultimately improve workforce productivity. An effective strategy that addresses the workforce holistically will not only enhance organisational efficiency but also support the company's employer brand and reputation.

70% of HR leaders say managing a multi-generational workforce is one of their biggest challenges they face.

5 tips to managing a multi-generational workforce

tip one

know your workforce
Having a clear view of the age diversity within your organization provides the foundation for building an engagement strategy.

tip two

understand their needs
How can you improve engagement and retention across the organization? Understand how each generation is motivated by gathering feedback from internal stay and exit interviews.

tip three

build your program accordingly
A one-size-fits-all approach to engaging the workforce is less effective than a tailored approach. Develop specific tactics that resonate with each group.

tip four

measure results
Survey your workforce to gauge if your efforts are paying off.

tip five

continuously improve
Your workforce isn't a static group. Continuously monitoring and making changes to your management efforts will help you achieve the optimal outcome.

trend 2: diversification & diversity

In an increasingly competitive economy where having the right talent is crucial to improving the bottom line, sourcing from the largest and most diverse set of candidates has become the norm.

Companies are focusing on diversifying their teams across all levels to acquire access to a great talent pool. Today, a high-performing, inclusive workforce is about having the right people in the right roles at the right time — regardless of age, gender, race, physical disability, ethnicity, and sexual orientation.

Various studies have shown that a higher representation of women, especially at the top level, improves organisational and financial performance. According to a recent study on the BSE 100 companies conducted by Randstad, it was found that higher representation of women on the board had a positive impact on the ROE. Also, a significant number of respondents (39%) of our Talent Trends Survey said that they are investing in initiatives and programs that support women in leadership. And more than half (54%) believe having more women in leadership roles will be critical to organisational success.

Mindful of the benefits of diverse employment practices, a growing number of companies are actively enhancing their efforts and establishing diversity targets to ensure that hiring at all levels aligns with business goals. To bring in more gender diversity, India passed the Companies Act mandating all publicly listed companies with five and more directors to have at least one woman member on the board.

Corporate leaders have clear evidence that nurturing a diverse workforce is good for business, and many companies are taking greater efforts to be inclusive in the way they hire and promote. There are still some hurdles to overcome but employers are making strides in diverse practices —understanding the benefits and impact an inclusive workforce has on team performance, customer service, innovation, and the bottom line.

54% of HR leaders in India think **more women in leadership will be a critical success factor for organizations**

5 tips to enhancing workforce diversification & diversity

approach diversity with C-level commitment
Successful companies don't just look at diversity as a nice-to-have attribute; they fully embrace the idea. Make sure it's a priority supported by the C-suite and communicate the importance of your strategy throughout the organization.

take stock of current practices
Does your workforce diversity reflect your customer base? Do your current practices help you recruit and hire from the best and broadest talent pool possible? Ask the difficult questions to honestly assess your efforts.

provide adequate training
Diverse hiring practices cannot be executed centrally. Hiring managers at all levels need to be trained and sensitized to the needs of workers from different backgrounds.

ensure compliant practices
Compliance mandates vary from one regulatory body to another, which pose a challenge for employers operating in multiple markets. Understand local requirements to build policies accordingly.

leverage incentives
Some authorities provide incentives such as tax credits and training grants to employers who hire youth trainees, workers with a disability, and military veterans. Research these opportunities to further strengthen the business case for diverse hiring practices.

trend 3: the freelance and contingent workforce

What will the workforce of tomorrow look like? A significant portion will be independent contractors seeking flexibility and enjoyment from their work.

No longer shackled to a traditional office desk living a life built on the 9-to-5 business day or a work day with shifts, many talented workers are opting to call the shots by becoming independent contractors — a trend that complements the desire of employers who want a more agile workforce.

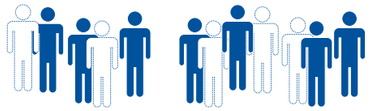
India is fast moving towards contract staffing with small and medium sized businesses as well as large businesses opting to hire staff on a contract basis. The employment scenario in India has shown an increasing shift towards the contract or flexi staffing model in sectors such as retail, telecom, hospitality, pharma, and manufacturing. An Indian workforce market study by Staffing Industry Analysts projects the uniqueness of the employment scenario in the country, where almost 90% of Indians work in the unorganised sector, mostly constituting self-employment or contractual/temporary jobs[1]. The IT industry of late has become open to the contract staffing model. A leading IT major – known to hire contract staff extensively – hires approximately 1.5 lakh candidates, out of which over 15% are contract IT staff[2] . Contract staffing enables IT and technology companies to cut costs and provides speedy access to skilled technical talent. Statistics from the Indian Staffing Federation (ISF) indicate that there are about 1.7 million flexi workers in India , and the trend is on an upward growth trajectory[3].

In this agile economy, employers' desire to drive cost savings and efficiencies through temporary workforce usage has created a new breed of workers with the desire to maintain an optimal balance of work and life. This monumental shift means employers everywhere must change the way they think about workforce and how to acquire the best talent in the market. No longer will the most desirable talent be just the ones seeking a permanent position. A large proportion of top talent is seeking meaningful employment through project work and temporary contracts.

> Furthermore, 76% believe that to maintain a competitive workforce over the next 5 to 10 years, they will need a higher percentage of contingent workers than what is utilised today.

Organisations need to assess their internal talent strategies to determine preparedness for a structural change and decide whether they can fulfil their business needs internally or with the help of HR partners. The good news is that many HR leaders are already mindful of the needs of contractors. By approaching the task in a holistic manner, they are able to develop solutions to satisfy their organisation's talent needs. Our Talent Trends Survey indicates that a significant portion of HR leaders increasingly leverage contingent and contracted workforce to give their organisations the agility they seek. For instance, 47% of respondents from India said they consider every type of workforce (permanent, temporary, contractor, and statement of work (SOW) consultants) when undertaking workforce planning. Many respondents indicated that a significant component of their workforce is contingent, with 35% saying more than 20% of their total workforce is employed on a contingent basis.

1,2 and 3 – Reference available on request



47% of HR leaders say they factor every type of workforce **as part of their talent acquisition strategy**

5 tips for managing the freelance and contingent workforce

tip one

understand your needs
Do you have visibility of your talent needs? Without it, you won't be able to determine the best resource for a particular business need.

tip two

focus on quality
The best talent for a particular position may not be someone seeking a permanent role. Many skilled workers are moving from gig to gig, so the ideal candidate you seek may be the one who stays with your organization for a defined period.

tip three

think outside the box
Just because a position has traditionally been filled by a permanent employee doesn't mean it needs to continue to be. Contractors may actually deliver better results more cost effectively. Take a hard look at how flexible workforce can be used instead of permanent hires to deliver to business objectives.

tip four

prioritize engagement
As an organization utilizing all types of labor, consider how your employer brand is perceived across your entire employee population. Remember to communicate your employee value proposition to all potential talent.

tip five

adhere to compliant practices
With greater agility also comes a greater potential for non-compliant practices if not managed carefully. Ensure your contractors don't work in ways that could potentially blur their status between contractor and employee.

trend 4: remote working and device detox

The ease of staying connected has facilitated alternative work arrangements such as remote working, which has become more commonplace around the world.

Not only does work-from-home enable employees to achieve a better work-life balance; it also means employers can access talent virtually anywhere around the world.

According to 78% of respondents interviewed in the Randstad Talent Trends Survey, organisations agree they need to create greater flexible working options such as variable work hours, job-sharing, or working from home. The proliferation of high-speed internet and services such as Skype and Google Apps for online collaboration , at-home virtual meetings, and easy file sharing are making this a real possibility.

Work-from-home as a concept may not have caught on in India big time; however companies are gradually becoming more open to this idea. With the proliferation of mobile, video, and desktop virtualisation technologies, it is becoming far easier to hire remote staff that is comfortable working out of their own space, and using multiple devices to access enterprise data. Work-from-home is definitely one of the top propostions for companies to offer & attract talent. According to a survey conducted by London Business School and Deloitte across a global audience, at least half the current global workforce will work in a telecommute setup by 2020[4]. Companies are also beginning to recognise the business benefits of employing a work-at-home team including substantial cost savings, reduced employee churn, increased employee satisfaction, and an overall increase in productivity and efficiency.

According to the Randstad Award 2015 research report for India a good work-life balance and pleasant working atmosphere emerged as the top factors influencing employees' decisions when choosing an employer. The report also indicated that work-life balance was the most important criteria for an employee to stay in an organisation for a longer period of time.

Technology has brought the world closer and organisations worldwide are recruiting a workforce that is not bound by geographies, thereby creating access to a wider and more skilled talent pool.

In an age of constant connectivity, work habits are changing rapidly. Employees today can be reached

24/7 just about anywhere around the world, and traditional work hours and workplaces are giving way to flexible hours and virtual offices.

Mobile phones, laptops, and tablets ensure you are never more than a click away from colleagues. Companies are offering more flexibility to employees working out of their own locations and using their own devices. Technologies such as Bring Your Own Device (BYOD) have become integral to corporate functioning and some organisations are going a step further to bring in more technological innovation into the work environment. The workplace itself has taken on a virtual form and an effective interplay of devices brings about enhanced connectivity leading to a huge change in the world of work.

Nearly 79% of HR leaders in our Talent Trends Survey said keeping pace with rapidly evolving technology will be a challenge in future. With mobile technology increasingly dominating our lives, how it affects organisational productivity is worth closely following. However, it's not clear if workers who feel compelled to respond to emails during holidays and vacation time are optimally engaged when they return to work.

Though technology enables remote working, HR leaders and organisations are exploring ways for employees to bring in more synergy and productively engage a cohesive workforce. This calls for finding innovative ways to help employees connect and collaborate with one another, with or without the use of devices.

[4] http://www.businessinsider.in/The-Top-25-Companies-For-Work-From-Home-Jobs/articleshow/38812987.cms

78% of HR leaders think organizations will need to create greater **flexible working options to attract the increasingly mobile workforce**

5 tips for optimizing remote working arrangements

tip one

gauge cultural fit
Is your organization highly centralized or distributed? Remote employees aren't always a good fit for organizations and leaders who insist on in-office presence, so consider whether these arrangements are appropriate.

tip two

24/7

communicate expectations
Maintain regular hours for offsite workers, and make clear organizational expectations of their time. At the same time, respect their downtime.

tip three

schedule in-person meetings
Video conferencing and instant messaging are great tools, but occasional in-person meetings will further strengthen team cohesion.

tip four

enable remote work
Offsite employees must have access to tools and technology to ensure they remain connected to your organization. You will need the right infrastructure in place before offering this as a perk for workers.

tip five

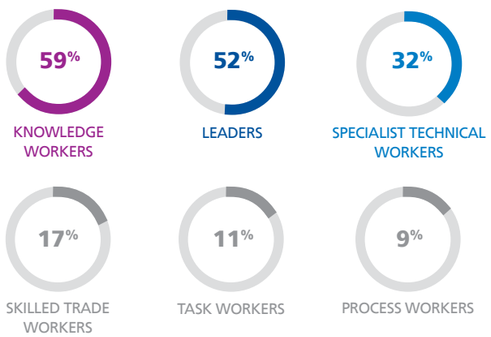
regularly assess results
Assess whether your telecommuting policy is effective at delivering the productivity you seek. Regular feedback from line managers and reviews of performance with employees will provide a clear view.

talent trends summary theme 1

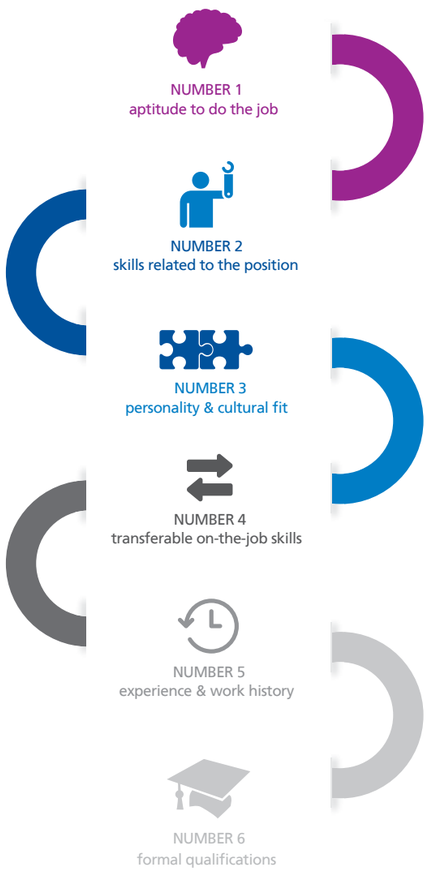
the shifting workplace

1 Which of the following categories of workers will your organization need most in the next five years?

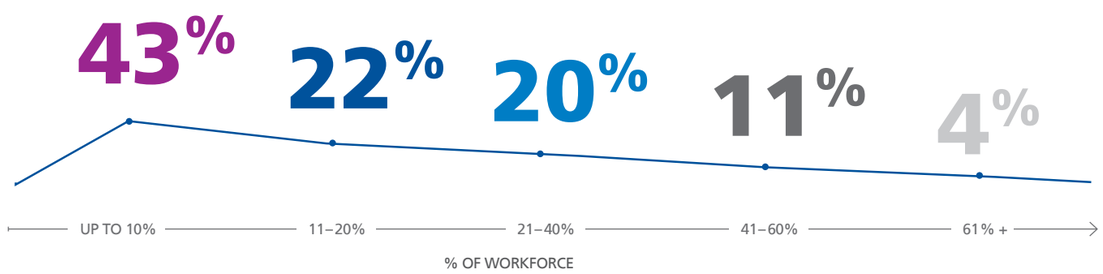
2 Which of the following categories of workers do you intend to hire in the next 12 months



3 What are the most important criteria you consider when assessing talent?



4 What percentage of your workforce is currently contingent (ie. non-permanent employees)?



5 During workforce planning, which of the following employee populations do you consider when reviewing your talent acquisition strategy?

47% THE TOTAL WORKFORCE
of permanent (traditional) employees, contractors, temporary staff, and statement of work (SOW) consultants

28% PERMANENT & CONTINGENT
Permanent (traditional) employees, contractors and temporary staff

25% PERMANENT ONLY
Permanent (traditional) employees only

6 What do HR leaders think will shape the future of work in the next 5 to 10 years?

79% KEEPING PACE WITH RAPIDLY EVOLVING TECHNOLOGY to enhance workforce productivity and performance will be a challenge

78% ANALYZING INTERNAL AND EXTERNAL EMPLOYEE DATA (talent analytics) will play a critical role in sourcing and retaining talent

76% MAINTAINING A COMPETITIVE WORKFORCE OF THE FUTURE will see the percentage mix of contingent workers higher than today

78% ATTRACTING INCREASINGLY MOBILE TALENT means organizations will need to create greater flexible working options

70% MANAGING A MULTI-GENERATIONAL WORKFORCE is one of the biggest challenges we face

54% EMPLOYING MORE WOMEN IN LEADERSHIP ROLES will be a critical success factor for organizations

43% GROWING TALENT SCARCITY will increase the need to completely outsource talent sourcing and attraction

LEADERS
Enterprising, multi-skilled professionals who can lead organizational change, development, and innovation

KNOWLEDGE WORKERS
Skilled professionals with hard-to-duplicate expertise such as salespeople, accountants, analysts, and digital marketers

SPECIALIST TECHNICAL WORKERS
Use specialist training to perform their work such as nurses, teachers, computer programmers, and technicians

SKILLED TRADE WORKERS
Workers with specific trade qualifications such as electricians, plumbers, and mechanics

TASK WORKERS
Make use of information but do not create ideas/knowledge such as call center operators, administration assistants, and accounts clerks

PROCESS WORKERS
Require no specific skills or training, including laborers, machinists, and production line workers

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theme two
the new war for talent

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trend 5: critical talent scarcity

In a competitive world driven by rapid social and technological change, it makes sense that innovation will breed new job growth in sectors on the cutting edge of science and technology.

Yet, that alone doesn't explain the shift in the skills profile required for today's world of work. The way we work in every professional field is being transformed by the combined forces of globalisation, technological advancement, and new generations of talent joining the workforce. Skilled knowledge workers are becoming more mobile, condensing the available talent pools individual countries have to choose from, while rapid technology innovation is changing the way we analyse business performance; market different brands; communicate with customers; and deliver products and services.

This changing nature of work from resource intensive, transactional work to knowledge resource intensive and technology-enabled work is contributing to significant skills shortages of professional and technical talent — explaining why the vast majority (76%) of HR leaders feel the war for talent still reflects today's talent environment. For this reason, specialist recruitment teams and differentiated approaches for hiring professionals will continue to increase in scope and depth this year as organisations compete for highly skilled talent.

With 59% of employers intending to hire more knowledge workers this year, a strategic plan versus a tactical approach is becoming more relevant. The war for talent has been a discussion point for the past 20 years, and in the current climate — economic, demographic, social, generational, technological, and legislative — this war will leave distinct winners and losers. Companies that are best able to leverage different modes of employment and are courageous enough to engage workers in a manner they want to be engaged will be the winners.

Outsourced solutions such as specialised staffing, RPO, and integrated talent solutions will grow in importance as skilled professionals and technical specialists continue to be in demand. Whether employers look to fill these roles with permanent hires, contingent workers, or independent contractors, the work arrangement simply won't matter as much as having access to the skills needed. The scarcity of professionals is reaching a critical stage in some markets. Hiring managers need to have a good understanding of their local workforce market, be willing to develop potential employees that closely fit their desired profiles, and act quickly when presented with prospective talent. In some cases, it might mean adjusting business strategy to focus investments in the most attractive workforce markets for talent. Failure to review and adapt will only lead to falling behind in today's war for talent.

Our Talent Trends Survey reveals that more than three-quarters of HR leaders surveyed say their definition of perfect talent (matching the desired qualifications, skills, experience, background, and aptitude) has changed as a result of critical skills shortage. This is a clear indication that this group has adjusted their expectations for finding the ideal hire and are willing to settle for a close rather than exact fit. Considering how the shortage may further exacerbate in some markets around the world, this ratio may grow even higher this year.

76% of HR leaders feel the war for talent still reflects today's talent environment

5 tips for managing talent scarcity

tip one

understand talent availability
Holding out for perfect talent may be a futile exercise if what you seek doesn't exist in a particular market. Develop a good understanding of available local talent or seek external expertise to map particular markets for investment. This can support an adjustment in strategy if needed.

tip two

adjust expectations to realities
Does your salary offering for a particular position match actual market rates? Are your qualifications too stringent for the available talent pool? Perform a reality check to ensure you aren't limiting your reach.

tip three

consider alternative work arrangements
If you are unable to fill the position with a permanent hire, will a contingent worker or contractor satisfy the need? Can you extend the reach of your talent pool by deploying flexible work options such as remote working and telecommuting?

tip four

look beyond the local market
Worker mobility is on the rise, so if the skills you seek aren't available locally, consider talent located outside of the local market and even internationally.

tip five

grow your own
Depending on the skills, look to build your own internal talent pool, providing opportunities for growth and development to satisfy the demand.

trend 6: culture and aptitude fit will win over skills

"Culture will eat strategy for breakfast!" – Peter Drucker

According to a survey by Harvard Business Review[5], roughly 60% of respondents said they work in an environment without a culture of quality, especially when it comes to having peers who go "above and beyond." These companies are missing out on significant benefits. Employees who ranked their company in the top quintile in quality reported addressing 46% fewer mistakes in their daily work than employees in the bottom quintile. In this survey, employees report that it takes two hours, on an average, to correct a mistake.

A $14 billion provider of media storage solutions, uses a series of leadership engagement mechanisms to help executives identify inconsistencies between their actions or decisions and the company's ideal culture. Company leaders begin by agreeing on what constitutes an ideal culture and what behaviours are needed to achieve it. Next, the quality and HR teams compare their definitions of "ideal culture" with employee observations, which reveal areas for improvement. Leaders then attend workshops that help them spot behaviours that impede their stated goals. Simulations make the lessons from the workshop concrete and memorable.

Investing in the creation and continuous improvement of a differentiated company culture will sit at the core of strategic discussions between HR and the C-suite. At the same time, aptitude, personality, and cultural fit will rise to the top of the talent selection process, above and beyond worker skills and qualifications. This is a clear shift towards hiring talent with the aptitude and attitude to do the job, and towards investing in learning and development to build skills and qualifications. This will not only broaden an organisation's potential talent pool but will also serve to enhance company culture, bring greater diversity of perspectives, and foster innovation.

Employees whose aptitude, work habits, and values closely align with those of their employers will naturally deliver better results. Hiring managers recognise this and place a greater emphasis on finding and attracting such talent to drive organisational performance.

[5] https://hbr.org/2014/04/creating-a-culture-of-quality

aptitude to do the job and personality & cultural fit are **the most important criteria** when assessing potential talent

5 tips for aligning cultural & aptitude fit

tip one

define your culture
Organizations often have difficulty clearly defining their corporate culture, so this needs to be a priority. Establishing the baseline is extremely important, since future talent fit will be measured against this.

tip two

bring hiring managers into alignment
Hiring managers should drive the same understanding of corporate culture as HR leaders. They are the ultimate culture shapers, so align their outlook with the rest of the organization to influence the recruitment and selection process.

tip three

emphasize assessment
Screening and assessment are critical steps in the selection process, so make sure your processes have been developed to accurately define candidate fit. Can you incorporate psychometric assessments into your process to help better assess aptitude and cultural fit?

tip four

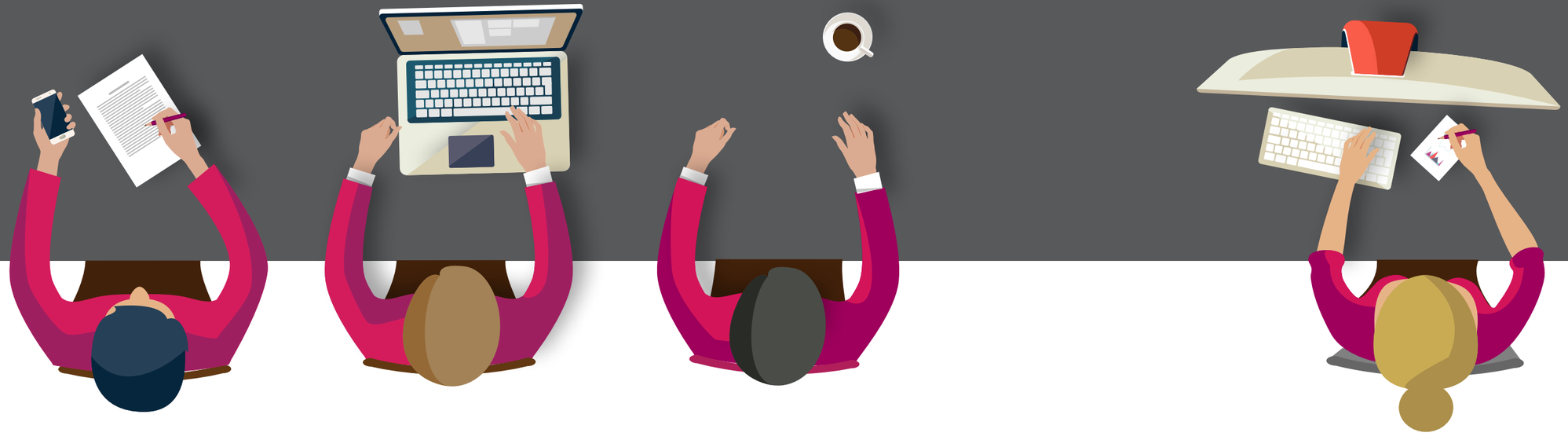
turn to data
The best indicator your selection process is working is to examine your success rate — which includes quality-of-hire metrics such as acceptance ratios, retention, manager satisfaction, and others.

tip five

assess the assessment
If your hires don't turn out the way you hope, it's time to look under the hood. Evaluate whether your assessment tools and methodology are effective and efficient.

theme three

unrelenting technology innovation



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trend 7: the human cloud and taming big data

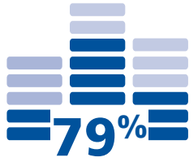
A significant driver of change in the world of work today is the near-daily evolution of technology.

A clear example is the high adoption of the cloud, where data is no longer locked to a single place but accessible anywhere, anytime. This empowers organisations and teams to share, collaborate, grow their knowledge, and execute with speed. Before the expansion of the cloud, most companies were structured in silos — making it difficult for them to access information on customers or even their own employees, whose data may exist across multiple systems. Although many organisations are still limited by such an infrastructure, a growing number are leveraging cloud technologies to upgrade their CRM and ERP systems. As a result of improved integration and greater visibility, employers are better able to align their workforce and organise teams by customers or by products.

In our Talent Trends Survey, Indian HR leaders expressed a desire to share information through online communities and social networks. In fact, 50% say they plan to invest resources towards this in the next 12 to 24 months. This is in line with their focus on engaging talent, which ranked second-highest among their priorities for managing talent this year. Using the cloud to drive employee engagement will be a key area of focus for companies. Relatively simple initiatives such as making data more accessible through web based tools have helped employers enhance productivity and collaboration among their workers and customers.

While the cloud undoubtedly enhances the way data is stored and accessed by organisations everywhere, the real opportunity is to engage and connect communities of workers that transcend geographic and functional borders. Employers need to look for ways to unite teams around common goals and make best use of cloud-based tools to enable them to connect and collaborate in real time or across different time zones.

With the advent of cloud computing, the phenomenal growth of social media, and the increasing presence of crowdsourcing, information is readily available at your fingertips. The biggest opportunity is to leverage the way search engines now use social networks in order to reach top talent — who very often stay away from job boards and remain completely off the radar.



of HR leaders say **keeping pace with rapidly evolving technology to enhance workforce productivity and performance will be a challenge**

5 tips for leveraging the power of the cloud and data

tip one

enable collaboration
The cloud enables professionals to access data anywhere they are, removing silos and walls. Ensure your organization is technically equipped to support collaboration and new and emerging flexible modes of work.

tip two

seek business process efficiency
Cloud-based collaboration and technology have the potential to improve any business process. Have you reviewed where it can impact your business inputs and outputs?

tip three

revolutionize collaboration across time zones and functional boundaries
Collaborating in the cloud is a great way to share work with colleagues anywhere around the world. Look for opportunities to create cross-border and cross-functional teams to accelerate creativity and innovation in solving business challenges or creating new products and services.

tip four

drive employee and customer engagement
Investing in the right suite of cloud technologies transforms faceless phone conversations into co-creation in a dynamic online environment — positively impacting interaction, collaboration and engagement, while saving time and travel costs.

tip five

secure the access
Corporate data security should be a top priority in your cloud strategy. After a string of well-publicized hacks around the world, it's better to put the right measures in place to manage data security and educate your teams on company policies and practices.

trend 8: talent engagement goes social & mobile

As markets around the world continue to embrace social & mobile technology, businesses are trying to keep pace.

With the growing value of online talent communities in acquiring and engaging talent, we expect many organisations to rapidly build such communities this year.

Technology today connects job seekers anywhere anytime making life more easy and flexible. Mobile technology has changed the way we communicate and the biggest advantage job seekers have these days is speed and connectivity.

While a growing number of job portals are optimised for mobile devices, corporate career sites seem to be lagging behind. Companies such as GM and McDonald's have mobile-friendly sites, but that's not the case for most Fortune 500 companies, with less than 20% having this approach in place[6]. At the same time, companies are not effectively executing their mobile strategy and while they have a mobile optimised site it is not used by the majority of visitors[7].

Social media is also a valuable tool and sites such as LinkedIn allow head-hunters to locate suitable candidates and help jobseekers connect with their network. Together with optimising their career portals, employers need to drive their presence on social media – not only to get more information about potential candidates, but also to increase engagement with prospective talent and existing employees.

According to the Randstad Award report 2015, 49% jobseekers worldwide use social media networks – an indispensable tool for employers today to reach out to the right talent. In India, 66% use social networking sites to find a job.

Mobile optimisation also means making portals user friendly for high-bandwidth elements such as infographics and videos. Candidates today upload video resumes, which are also becoming a popular approach for recruiters. Companies such as Accenture offer a dedicated service for creating infographic resumes — and with other companies likely to follow, it will be essential for mobile sites to accommodate these innovations.

Going social:

The online talent communities engage a wide spectrum of followers including recruiters, passive and active candidates, past applicants, current and former employees, and other members who help employers find the talent they're looking for. However, a major roadblock around talent communities is the work involved. They require significant effort on the part of recruiters and talent managers to actively network, create a channel strategy, and develop relationships and content to keep members engaged and interested in working for the employer.

It can be a full-time job just to keep these communities thriving and in some cases, companies appoint full-time community managers to manage the whole approach. Fortunately, a growing number of tools are coming to market to automate much of the work and both standalone software and expanded functionality built into existing applicant tracking systems are becoming increasingly available.

With more tools that can track an employee's full lifecycle within an organisation, employers can expect to gain a more holistic view of how they attract, hire, engage, retain, and off board talent. With this knowledge of the entire talent lifecycle, employers will be able to effectively source and acquire the right talent with the right fit for their organisation — resulting in a highly measurable and agile talent acquisition strategy.

Mobile optimisation should be a priority for talent acquisition leaders everywhere. As device usage grows, candidates will expect employers to stay current with these trends. By investing in an optimised career portal and a social media approach, organisations can bring about greater engagement with prospective talent and ensure a better perception of their employer brand[8].

Staffing companies and RPO providers will likely make strategic changes to their compliance processes to help clients remain compliant in an increasingly vigilant era. Employers must invest in robust systems and make sure their obligations to employees, customers, and business partners are clear.

5 tips for implementing best practices in mobile optimization

tip one

identify the users
Younger users are more likely to access careers portals through mobile technology. By knowing who are the mobile users of your portal, you can better design and develop relevant content.

tip two

don't forget your social presence
To complement your mobile approach, review your brand and messaging in social channels such as LinkedIn and Facebook.

tip three

simpler is better
Mobile users have less time and attention than those accessing your career portal through a desktop. When optimizing for mobile, make sure candidates can navigate and interact quickly with your site, and consider a short but effective application process to maximize conversions.

tip four

mind the bandwidth
While it's great to build a highly robust career portal offering a wide array of functionality, keep in mind mobile users operate on limited bandwidth so minimize uploads and downloads.

tip five

a living program
Because technology evolves quickly, continuously monitor and assess your efforts to drive a stand-out candidate experience.

[6] http://talent.linkedin.com/blog/index.php/2014/02/mobile-recruitingstatistics-infographic

[7] http://www.tlnt.com/2014/10/28/5-things-to-get-your-mobile-recruitingback-on-track/

[8] http://www.staffingindustry.com/row_member/Research-Publications/Publications/CWS-3.0/February-2013/February-20-2013/Who-Will-Own-Candidate-Data

talent trends summary themes 2 & 3

the new war for talent
unrelenting technology innovation

1 Do you feel the term "war for talent" still accurately reflects today's business and talent environment?

76% SAY YES

24% SAY NO

2 What does the term "war for talent" mean to you?

35% A MINDSET emphasizing the importance of talent to business strategy and organization success

33% THE BUSINESS CRITICAL need to engage and retain talent

25% THE COMPETITIVE LANDSCAPE for recruiting the best and brightest talent

3 What categories of workers do you intend to hire in the next 12 months?

KNOWLEDGE WORKERS	LEADERS	SPECIALIST TECHNICAL WORKERS	SKILLED TRADE WORKERS	TASK WORKERS	PROCESS WORKERS
59%	52%	32%	17%	11%	9%

4 How do you rate your organization's ability to attract top talent?

EXCELLENT	GOOD	AVERAGE	POOR
12%	62%	25%	1%

5

79% of HR leaders say **keeping pace with rapidly evolving technology to enhance workforce productivity and performance** will be a challenge

6 What are the top 3 reasons why organizations are succeeding in attracting top talent?

61% #1 Strong reputation of organization and employer brand

11% #2 Industry has strong appeal

12% #3 Competitive salary and benefits

7 In 2015…

54% of employers will invest in their careers website

38% will invest in Recruitment events

8 To what extent is your organization currently focused on employer branding, compared to 5 years ago?

A GREAT DEAL MORE	A LITTLE MORE	NEITHER MORE NOR LESS	A LITTLE LESS	A GREAT DEAL LESS	DON'T KNOW
38%	31%	22%	5%	3%	1%

9 What are the top 5 employer brand activities organizations will invest in over the next 12–24 months?

CAREERS WEBSITE	RECRUITMENT EVENTS	UPSKILLING RECRUITMENT TEAMS ON EMPLOYER BRANDING	GLOBAL EMPLOYER VALUE (EVP)	NETWORKING EVENTS
54%	38%	34%	31%	30%

10 How are you currently using online social and professional networks to attract talent?

To promote our employer brand	To advertise or broadcast jobs	To directly contact professionals who may not be actively job seeking	To screen job applicants	To build a talent pipeline through active engagement with potential candidates	To create professional networking groups for thought leadership	Are not using online social and professional networks to attract talent
56%	51%	59%	54%	45%	29%	14%

LEADERS
Enterprising, multi-skilled professionals who can lead organizational change, development, and innovation

KNOWLEDGE WORKERS
Skilled professionals with hard-to-duplicate expertise such as salespeople, accountants, analysts, and digital marketers

SPECIALIST TECHNICAL WORKERS
Use specialist training to perform their work such as nurses, teachers, computer programmers, and technicians

TASK WORKERS
Make use of information but do not create ideas/knowledge such as call center operators, administration assistants, and accounts clerks

SKILLED TRADE WORKERS
Workers with specific trade qualifications such as electricians, plumbers, and mechanics

PROCESS WORKERS
Require no specific skills or training, including laborers, machinists, and production line workers

randstad

theme four

roadmap to HR transformation

randstad

trend 9: business-aligned HR

Globalisation is the integration of an organisation's operations, processes, and strategies into diverse cultures, products, services, and ideas.

Owing to its emphasis on diversity, globalisation also has a deep impact on the way companies manage their talent. Understanding the impact of globalisation on human resources can help business leaders better equip their organisations for the increasingly global business environment. Today, we see businesses developing global and regional HR and talent acquisition functions. At the same time, to compete successfully in diverse markets, companies should continue to recruit, train, and manage talent locally to reflect culture, workforce markets, and the needs of local operations. Creating global standards, platforms, and service centres only addresses part of the challenge. High-performing companies are building an integrated global-to-local HR model, which brings agility to individual business units while at the same time accelerating global growth. The ultimate goal is to combine this agility with scale to optimise talent management in all markets. There is clear evidence that companies are prioritising this goal – global HR and talent management is the second most urgent and important trend for large companies around the world (those with 10,000 or more employees), according to a global human capital survey by a leading consulting firm .

About 85% of the HR leaders surveyed for our Talent Trends Report say they undertake workforce planning 12 months in advance, showing their desire to address the needs of the business in advance. A small percentage (2%) does so at least two years or more in advance. These numbers indicate that HR is collaborating more closely with business leaders to align the workforce plan with strategic goals — ensuring that access to talent doesn't get in the way of business growth.

With many studies reporting that CEOs are placing talent management at the top of the business agenda, talent leaders are increasingly compelled to take on a larger role in strategic planning — creating processes, innovations, and metrics that support objective decision-making and demonstrate the real value of talent to the business. A competitive global business environment drives organisations to find new ways to boost competitive advantage.

HR and business leaders alike recognise that delivering world-class talent in the right roles, at the right time, and in the right modes of employment gives their organisation the necessary edge. To fulfil this mandate, HR leaders need to develop creative new ways to acquire talent, build employee skills, develop the leadership pipeline, engage employees at all levels, and retain critical workers. This is no small task, and many leaders will look more closely towards leveraging global staffing companies to provide quick, flexible, and scalable talent solutions that bring greater value than what they can achieve themselves. HR leadership understands that agility and flexibility is key to business success. They are required to not only deliver talent at all levels but also provide consultative expertise that empowers business leaders to meet their growth targets. Increasingly, we see HR leaders developing these business-centric skills and becoming the strategic levers of their organisations.

They will also further leverage the human cloud, international talent mobility, crowdsourcing, and offshoring initiatives. With companies from emerging countries expanding in developed economies and with global companies conversely expanding their presence in emerging markets, HR leaders must shift towards a global mindset and develop new insights and skills to address different market challenges and compliance requirements. Even as their organisations grow globally, they need to keep an eye on both the global environment and local markets — balancing the demands of each and devising strategies and solutions that satisfy all

2% of HR leaders say they undertake workforce planning with a view of more than two years ahead

5 tips for developing a business-focused HR function

tip one

really know the business
HR leaders are investing in developing greater business acumen. As a strategic driver, you need to understand the full industry, market, and business picture to effectively anticipate and support the needs of business leaders.

tip two

identify the opportunities and roadblocks
You know what is needed today, but to add greater value you need to be ahead of the trends tomorrow. Identify in advance what trends and events may impact your organization and the talent and resources needed to support your growth ambitions.

tip three

be more proactive, less reactive
Drive the talent conversation with your business leaders before they need to come to you.

tip four

map it out
How can you best dispatch talent across all of your markets around the world? To gain the best view of where critical talent resides within your organization, develop a comprehensive talent map.

tip five

consider local needs
Regional and local HR leaders will need flexible talent acquisition solutions that can be tailored to their needs, so keep this in mind when implementing enterprise-wide approaches and programs.

trend 10: talent analytics and predictive workforce intelligence

HR and business leaders looking to improve strategic workforce planning and create talent-ready organisations will find talent and workforce analytics a powerful enabler.

Organisations large and small, private and public can leverage vast amounts of data that can help them predict, find, engage and keep the most talented employees. A study from a consulting firm indicated that most HR teams understand the potential value of intelligence, but they continue to only look at generic and basic operational and transactional measurements — metrics that provide little value as predictive tools or insights that can positively affect the organisation's success.

In our Talent Trends Survey of Indian HR leaders, 61% indicated they use talent analytics and insights in their workforce planning process. Of those who do, the number one reason for using analytical data is to make the workforce planning process more efficient (78%), followed closely by accurate mapping and addressing of skills gaps (67%), and the ability to clearly identify high-potential employees for development (66%). Respondents have seen a number of uses for workforce data and analytics, including improving alignment of people and company strategy, linking performance to compensation, and deeper access to external talent pools.

However, nearly 39% say they don't leverage workforce intelligence in their planning process, and HR leaders feedback from across India tells us that the current complexity of systems and technology combined with lack of resources present a roadblock. Most companies report on but don't strategically use the information they have on their workforce. To demonstrate its strategic value to the organisation, HR needs to move beyond the present and the purely informational into the predictive and insightful. When this occurs, it will be a genuine paradigm shift by collecting, connecting, and sharing data that will influence decisions that affect the future direction and growth of the business. HR leaders must increasingly turn to predictive intelligence to transform the HR function. The only way for them to get a seat at the table is by helping business leaders look ahead and anticipate their resource needs long before they need it. That's the power of predictive analytics.

61% of HR leaders say they use talent and workforce analytics as part of their talent strategy and workforce planning process

5 tips on using talent analytics & predictive workforce intelligence

tip one

assemble the internal team
Whether its recruitment leaders, HR business partners, or hiring managers, identify the team members who can best determine what intelligence you need — and bring in a technology expert to facilitate ease of reporting and a data expert to help you turn numbers into business recommendations.

tip two

establish a baseline
You can't know where you're going without knowing where you've been. Capturing a snapshot of the current status will provide the critical baseline to benchmark performance against.

tip three

identify critical metrics
You don't want to analyze everything, so choose the data that will contribute real value to your workforce and business planning and can help you to look ahead.

tip four

share the findings
Reach out to the appropriate stakeholders who can benefit from the data you've collected. Collaborate on a plan of action in a defined period of time. Follow up on the data to ensure you've measured and interpreted the information correctly. Make adjustments if necessary.

tip five

upskill the HR team
As big data becomes the prevalent resource and tool, HR professionals need to develop skills and comfort with data, statistics, and analytics.

trend 11: HR is the new marketing

Today's high-impact HR functions are no longer the guardians of purely administrative tasks. HR leaders are rapidly adopting measurement strategies to enable efficiency, effectiveness, and business alignment — providing the insight and support to shape a high-performance business and people strategy.

Key to teamwork is finding the right diversity of people and ideas that complement each other. To do that, HR needs to get into the minds of candidates. And today's candidates are thinking and acting like consumers. For HR leaders, they must manage a complex "product" comprising culture, environment, and reward elements in a highly competitive business setting.

To guide the strategic development of the employer value proposition, HR has to embrace the same sort of tools used for decades by marketing. They can no longer be passive in their attraction strategy. Look around today and you'll see recruiters and HR leaders actively marketing their employer brands to the talent pool. Employing sophisticated recruitment tools and channels such as social networking, talent communities, and peer outreach, talent acquisition leaders continue to find innovative ways to attract and engage the talent they need. They are making the investment to connect their corporate brand to their employer brand — and in many instances collaborating with corporate marketing to further build their brands.

Our survey of Indian HR leaders showed that in the next 12-24 months, 31% plan to invest in their global employer value proposition and core messages to the talent market, and 34% plan to upskill their in-house recruitment teams on employer branding. Two-thirds also said that they are more focused on employer branding today than five years ago. Such a shift simply indicates HR's realisation that in a heated talent environment, they need more than just competitive compensation packages to win the best talent. They must clearly demonstrate the value they stand for to attract the best talent in the right segments to drive their businesses forward.

Winning the right talent today requires much the same effort that marketers use to acquire, engage, and nurture customers. You must attract, engage, and demonstrate value to prospective employees and take a segmented approach. Different people have different needs and preferences, meaning you need to adapt your communication and channel strategy to seek out the right people and engage and retain them in your organisation.

In the next 12–24 months, 31% of talent leaders plan to invest in their global employer value proposition and 34% plan to upskill their in-house recruitment teams on employer branding

5 tips on adopting a marketing approach to attracting talent

tip one

have a cohesive plan
Just as a great marketer has a good strategy and plan, today's talent acquisition leader also needs a structured and measurable approach.

tip two

develop the message
Go to market with a clear message and well-defined employee value proposition. If candidates aren't sure what you stand for and what you offer, they're less likely to engage with you.

tip three

identify the right channels
Once you have a clear message, it's time to consider how to get it in front of your target audiences. Is it social media, direct digital outreach, talent communities, or other avenues? Know which channels best resonate with each segment of your target audience.

tip four

content is king
Marketing today is driven by content. It engages, it nurtures, and it promotes. Make sure your content reflects your value proposition and is relevant and timely for the audience.

tip five

measure and revise
If a certain channel or message doesn't work, try another. Continuously assess how and where you are marketing your employer brand to have the desired business impact on attraction, engagement, and retention.

trend 12: the increasing role of employer brand

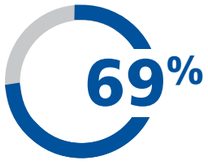
74% of HR leaders believe their organisation's ability to attract top talent is good or excellent — with 61% attributing this to their strong employer brand and organisational reputation.

Clearly a great deal of progress has been achieved in the way companies have raised their employer brands alongside their corporate brands, but there is still a long way to go. This year it is expected to see even greater activity as companies invest more in creating, maintaining, and enhancing their reputation as desirable employers. LinkedIn studies have shown that a company's employer brand is twice as likely to drive job consideration as its company brand. While both company brand and employer brand have a linear relationship, the employer brand is a much stronger indicator of a candidate's interest in joining a particular company. Organisations that invest in their employer brand are likely to see a more direct impact on their talent acquisition efforts.

In our survey, Indian HR leaders indicate they see value in enhancing their employer brands, with more than one-third saying they are investing a great deal today on brand building than five years ago. Nearly one-third said they are investing a little more, and only 7% say they are investing less.Furthermore, more than half say they will invest in employer branding campaigns in the next 12-24 months. Clearly, they see the potential return from these initiatives.

To protect the company's overall business reputation and enhance the quality of talent, HR and marketing leaders are increasingly working together to align their corporate and employer brands. Much like consumer marketing, social media is also gaining speed as a strategic channel for employer brand development. Organisations will continue to align their social media approach with their career and corporate sites to drive talent attraction and engagement. For example, a Twitter follower may be the next high performer, so it is crucial for companies to take an integrated approach to corporate and employer brand strategy.

Employer brand building has huge benefits for the company, and many high-performing organisations today are devoting more resources to attract and retain the most desirable talent. In today's competitive talent environment, organisations simply can't afford not to pay attention to their employer brand.



of organizations in India are more focused on employer branding than they were five years ago

5 tips for building a stand-out employer brand

tip one

it's a strategy, not a task
Often organizations mistake employer brand building as a specific task such as planning a social network campaign or a graduate recruitment push. It's a long-term strategy, so make sure you approach it with a clear vision in mind.

tip two

clearly define your EVP
The employee value proposition can sometimes be difficult to define. This requires a clear understanding of your corporate values and culture, and the drivers and motivators of your employees. Make sure you take the time to invest in internal and external stakeholder feedback to build an EVP that stands out.

tip three

assign ownership
Who is responsible for employer branding? Is corporate HR responsible, or do the regional heads of HR look after their own efforts? Which elements sit with marketing and communications? Make sure your organization is clear on who the ultimate owner is— and most often it needs to be led by the CEO throughout all levels of the company.

tip four

apply and measure
Once you have developed a strategy, make sure you measure your branding efforts and assess the results. Continuously reviewing your key metrics will provide the insight needed to ensure you are on the right track.

tip five

ask the experts
If you don't see the results you desire or are not even sure how and where to get started, consider bringing in external employer branding expertise to help identify the gaps.

theme five

the evolution of new strategic talent solutions

randstad

trend 13: value-added RPO

As economic activity gains pace in most markets and the complexity around talent acquisition grows, HR leaders are under more pressure than ever to help business leaders win the best talent.

In some companies, rebuilding an internal recruitment function after a long period of resource rationalisation is difficult. Recruiters are now some of the hottest professionals in demand and, as a result, many organisations see outsourced solutions such as recruitment process outsourcing (RPO) as the answer to sustainable talent supply with strategic business partners who have the capability to continuously invest in recruitment talent and innovation.

Based on the latest data from Staffing Industry Analysts, the global RPO market grew 16% with significant regional variations. Service providers are building capabilities and delivery footprint in emerging regions such as India, Philippines, and Eastern Europe. In India, the industry size for RPO is estimated to be around 400 crores and by 2018 the market size is expected to grow to 1000 crores. One of the reasons for the strong interest is that organisations are taking a hard look at how well their existing processes can address talent challenges today — and most importantly, in the future. The RPO approach helps companies by:

- standardising processes and practices across geographies;
- driving integration and visibility across the enterprise;
- providing greater flexibility in hiring volumes;
- gaining better economies of scale;
- delivering access to better talent sourcing mechanisms.

Our Talent Trends Survey revealed nearly half (43%) of all Indian HR leaders believe talent scarcity will increase the need to completely outsource talent sourcing and attraction. This is further evidence that many companies believe they don't have adequate internal resources to find and hire the talent they need. There is also an increasing focus on value-added services through outsourcing partners. Various reports on the drivers of RPO buyers show that customers are looking to their service providers to deliver benefits beyond cost savings, process efficiency, flexibility, and scalability. These are only the table stakes for engaging in RPO. Today's HR leaders want RPO providers to help empower their analytics, employer branding, talent communities, and assessment processes. Looking ahead, they will look to involve these strategic partners in workforce planning in more than a cursory way — using joint predictive intelligence to guide strategic choices and tactical talent decisions. Although most employers aren't completely sure of how they will involve service providers in all of these domains, they want to be assured that when the time comes, their outsourced provider and program are capable of fulfilling their goals.

43% of all HR leaders believe talent scarcity will increase the need to completely outsource talent sourcing and attraction

5 tips for gaining greater value from RPO

tip one

think outside the box
If you don't have an RPO in place, is it time to consider the strategic benefits it can deliver? If you do, you may have clearly defined the role an RPO plays in your talent acquisition strategy, but are there ways to expand the relationship to solve challenges you face and create a greater business impact?

tip two

consult with your provider
Today's RPO leaders have developed solutions that are much more sophisticated than those available just a few years ago. Often, customers aren't even aware of all the services and expertise they have to offer. Regularly consult with your provider to learn about their full suite.

tip three

it's not about cost but value
RPO buyers in the past outsourced strictly for cost savings. Today the focus is on value creation. A low-cost bidder may offer the cheapest program, but can they provide employer branding expertise, predictive workforce intelligence, or technology integration? Look for solutions that deliver the best value — ultimately cost savings will follow.

tip four

expand the reach
One of the easiest ways to gain additional value is to expand an existing RPO program to new businesses and geographies. Consider how your organization can benefit from such a move.

tip five

learn from peers
HR leaders often share their RPO success stories with peers. Make sure you follow industry publications and groups to learn about innovations that will drive even greater value in your program.

trend 14: the integrated talent solution

Companies are increasingly looking for a single partner for all their talent acquisition activities: workforce planning, supply chain management, employer branding, sourcing, talent assessment and identification, hiring processes, reporting, analytics, and on boarding.

The result is a consistent, high-touch program customised to business vision and goals, company culture, industry, and geographical footprint. The benefits of an integrated talent solution include holistic management, consistent processes, access to best talent, cost efficiencies, governance enhancement, and access to best practices and innovation.

A blended workforce solution is one step towards a fully integrated talent solution. By engaging a single service provider, employers simplify their approach — ensuring accountability and consistency and achieving greater cost savings from higher economies of scale.

An integrated talent solution goes further to help organisations effectively map talent, achieve the optimal ratio of permanent and flexible workforce, and gain total visibility and control of talent acquisition across the enterprise. According to Aberdeen Group, the average company today employs 74% permanent employees and 26% flexible workforce. Understanding the right balance becomes ever more critical in the fluctuating economic environment and to better access critical talent under different modes of employment.

Integrated talent solutions allow additional savings over what can be normally achieved through siloed RPOs by enabling greater process and supplier efficiencies. This solution also gives companies an on-demand, 360° view of talent acquisition processes, suppliers, metrics, talent analytics, and spend — and therefore ultimately impacts talent quality and overall enterprise productivity and performance. Operating under a single governance framework also means consistency of processes and greater compliance across locations and geographies.

Many companies agree that an integrated talent solution would deliver a great advantage to their business. However, the promise remains aspirational in many organisations because the devil is in the details. How do you bring together the disparate reporting structures of HR and procurement, the goals of each, and their separate relationships to hiring managers? How do you integrate the disparate technologies and systems used to track processes? How do you carve out time to put procurement and HR in the same room, repeatedly, to hash out a collaborative process? How do you encourage the creativity of all parties involved when corporate policies and procedures are in place to maintain the status quo?

For many organisations, RPO programmes naturally mature into a blended workforce solution because the gains they achieve in permanent or contingent workforce should naturally be extended to the other side. This year more practitioners are expected to explore such a holistic strategy. To really succeed in this space and drive a leading position, a holistic talent approach needs to be adopted. It's a mistake for companies to simply engage the same RPO provider to address contingent and permanent talent needs without the commitment of internal stakeholders to integrate program goals, reporting, technology, processes, and governance. Without this, the benefits will be limited. With it, the benefits are endless. As Everest Group reports, a fully integrated talent solution could lead to an additional 20-30% in savings.

Everest Group reports a fully integrated talent solution **could lead to an additional 20–30% savings**

5 tips for assessing the benefits of an integrated talent solution

tip one

the visibility factor
Does visibility of your programs enhance your ability to manage your overall talent strategy and talent acquisition efforts? If the answer is no, ask whether a single business partner can help improve your view.

tip two

price of administration
Do your HR and Procurement leaders spend an inordinate amount of time tending to RPO and MSP programs from separate vendors? Examine whether a single provider may reduce the administrative overhead.

tip three

synergistic benefit
A single program for managing both contingent workers and permanent hires will achieve greater synergy than standalone programs. Identify whether additional gains are possible through a holistic talent acquisition approach.

tip four

economies of scale
There is cost, and most importantly, value benefits to building an integrated talent solution with a single provider. Explore how merging programs can produce greater value and savings for your organization.

tip five

enhanced governance
A single provider may provide a stronger, better managed governance model that enables consistency of quality and process across locations and geographies.

trend 15: the total talent architecture approach

Most economies around the world have started to gain significant pace, which will in turn see companies face fierce competition for the best talent to drive organisational strategy, workforce productivity, and business performance.

The most agile, talent-centric strategy must factor in market trends, changing workforce demographics, and economic growth targets. Understanding such dynamic changes and how to adjust to them is crucial to an organisation's business and therefore, talent strategy.

For employers to drive better business outcomes, they must build talent in a cohesive way that addresses strategic goals through the optimal balance of permanent, contingent and freelance workforce. Only through clearly defining business strategy and goals, instilling a highly cohesive culture, intelligently leveraging internal and market data, and committing to change can help an organisation achieve the strategy we call Total Talent Architecture.

Traditional talent acquisition is typically executed in silos, involving many stakeholders concerned only with fulfilling their particular talent needs at a certain moment. Hiring managers may utilise insourced, outsourced, or a mix of services to acquire talent. As a result, process overhead is unavoidable, and a lack of transparency and internal communication can lead to cost, quality, and compliance issues.

The Total Talent Architecture approach encompasses much more than a set of services. It starts by examining market and industry trends and their impact on the company. This is reviewed against the organisation's current and future business goals, and its workforce plan and targets, to build a talent strategy aligned to growth and profitability ambitions.

The resulting talent strategy may comprise various and flexible talent supply models based on business needs, geography, and workforce demographics. Companies may adopt this approach in one country, across multiple geographies, or even globally. Total Talent Architecture is about driving better business output by taking a long-term outlook and vision, and through applying more efficient HR and talent acquisition processes. Benchmark comparisons are critical to assessing the benefits and expected outcomes. Talent attraction and engagement will increasingly depend on holistic HR knowledge and leading talent management expertise, enabling companies to become best-in-class in their industry. It will help organisations truly achieve HR transformation in a talent-centric way.

HR leaders tell us that this is exactly the kind of knowledge they seek. In our Talent Trends Survey, content around HR transformation was the foremost requested type of data (64%), along with insights on how talent analytics can impact HR planning (58%). Without question, the Total Talent Architecture approach can play a tremendous part in fulfilling organisational needs for talent.

As companies adopt the Total Talent Architecture mindset, one of the key benefits will be raising the quality of talent. As companies take a holistic view on how their talent strategy aligns to business goals and impact, there is a clearer view of where talent best fits within an organisation and what talent is needed to drive future success.

64%

of leaders want more advice, research, and information around HR transformation and the new model for HR

5 tips for embracing a Total Talent Architecture mindset

tip one

look at the big picture
Short-term workforce planning only delivers to today's business needs. Understand the trends, challenges, and future outlook to assess the impact on company growth potential and talent strategy.

tip two

get out of the silos
The old way of thinking is to consider talent as permanent hires, contingent workers, and contractors. Total Talent Architecture encourages you to think about overall value and how talent in the right modes of employment can best drive the organization forward.

tip three

connect the dots
Your ultimate goal is to develop the strongest workforce possible. Look at your talent throughout the enterprise rather than by work arrangement.

tip four

collaborative approach
Whether it's consulting with an outsourced service provider, leadership throughout the organizations, or hiring managers, develop a collaborative mindset for mutually beneficial outcomes.

tip five

demonstrate the benefit
To gain C-level buy-in for a holistic talent approach, work with a service provider to document how this strategy can generate savings and enhance quality.

talent trends summary themes 4 & 5

roadmap to HR transformation the evolution of new strategic talent solutions

1 What proportion of total strategic planning time does your organization's leadership team devote to future workforce planning on an annual basis?

say approximately 10–20% of their time is spent on future workforce planning

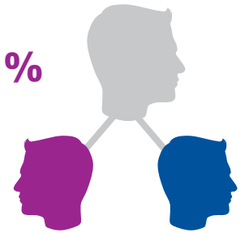
21% say less than 10%
13% say about 30–40%
2% don't know
5% say about 50%
3% say more than 50%

2 How far ahead do you typically plan your workforce?

- LESS THAN 12 MONTHS IN ADVANCE **41%**
- APPROXIMATELY 12 MONTHS IN ADVANCE **44%**
- **12%** 12 MONTHS–2 YEARS IN ADVANCE
- **2%** 2–5 YEARS IN ADVANCE
- **0%** MORE THAN 5 YEARS IN ADVANCE

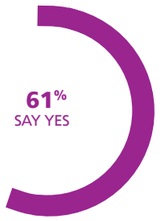
3 Do you hire middle and senior management from the external marketplace more often than you did five years ago?

62% SAY YES



38% SAY NO

4 Does your organization use talent and workforce analytics as part of its talent strategy and workforce planning process?



5 What will shape the future of work in the next 5 to 10 years?

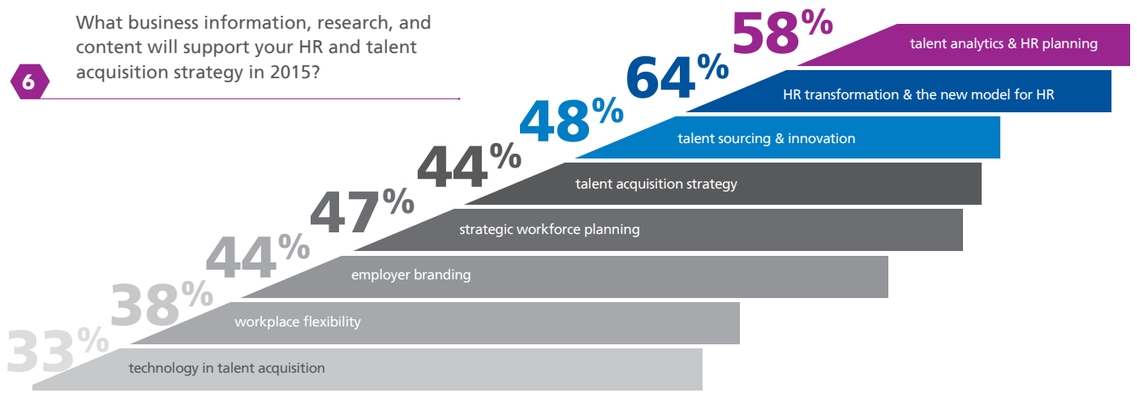
79% KEEPING PACE WITH RAPIDLY EVOLVING TECHNOLOGY to enhance workforce productivity and performance will be a challenge

78% THE ABILITY TO ANALYZE INTERNAL AND EXTERNAL EMPLOYEE DATA (talent analytics) will play a critical role in sourcing and retaining talent

76% TO MAINTAIN A COMPETITIVE WORKFORCE OF THE FUTURE, the percentage mix of contingent workers will be higher than today

43% TALENT SCARCITY will increase the need to completely outsource talent sourcing and attraction

6 What business information, research, and content will support your HR and talent acquisition strategy in 2015?



5 During workforce planning, which of the following employee populations do you consider when reviewing your talent acquisition strategy?

47% THE TOTAL WORKFORCE of permanent (traditional) employees, contractors, temporary staff, and statement of work (SOW) consultants

28% PERMANENT & CONTINGENT Permanent (traditional) employees, contractors, and temporary staff

25% PERMANENT ONLY Permanent (traditional) employees only

6 How does talent analytics data inform your talent strategy?

78% MORE EFFICIENT WORKFORCE PLANNING

69% ACCURATE MAPPING & ADDRESSING OF SKILLS GAPS

66% ABILITY TO CLEARLY IDENTIFY HIGH-POTENTIAL EMPLOYEES FOR DEVELOPMENT

65% BETTER ALIGNMENT OF PEOPLE AND COMPANY STRATEGY

52% INCREASED VISIBILITY OF TALENT RETENTION

53% REMUNERATION AND BENEFITS MORE CLOSELY LINKED TO EMPLOYEE PERFORMANCE

33% DEEPER ACCESS TO THE EXTERNAL TALENT POOL

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about the Randstad talent trends report - HR game changers

The Randstad Talent Trends Report stems from the opinions and feedback of 350 HR and talent acquisition leaders. Provided here is insight into the survey respondents and the countries, industries, and companies they represent.

about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection to Recruitment Process Outsourcing (RPO). The organization has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called MaFoi is a leader in the HR services industry in India for the past 23 years and became part of Randstad through its global acquisition of Vedior in 2008. Randstad is the global #2 HR services provider active in 39 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

For more information: www.randstad.in

about Randstad

Randstad specializes in solutions in the field of flexible work and human resources services. Our services range from regular temporary staffing and permanent placements to inhouse, professionals, search & selection, and HR Solutions. The Randstad Group is one of the leading HR services providers in the world, with top-three positions in Argentina, Belgium & Luxembourg, Canada, Chile, France, Germany, Greece, India, Mexico, the Netherlands, Poland, Portugal, Spain, Switzerland, the UK, and the United States as well as major positions in Australia and Japan. In 2014, Randstad had approximately 29,000 corporate employees and around 4,400 branches and inhouse locations in 39 countries around the world. Randstad generated revenue of € 17.2 billion in 2014. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad Holding nv is listed on the NYSE Euronext Amsterdam, where options for stocks in Randstad are also traded.

For more information: www.randstad.com

1 In what capacity are you currently responsible for recruitment or HR management in your organization?

- **45%** HEAD OF HR
- **24%** HR MANAGER/HR PROFESSIONAL
- **14%** HEAD OF TALENT ACQUISITION
- **9%** DEPARTMENT DIRECTOR/LINE MANAGER
- **6%** OTHER
- **2%** CEO/MANAGING DIRECTOR

2 Respondents by gender

- **44%** FEMALE
- **56%** MALE

3 Industry sector representation of respondents

- **17%** MANUFACTURING
- **17%** IT & TELECOMMS
- **15%** FINANCIAL SERVICES
- **12%** CONSTRUCTION, PROPERTY & ENGINEERING
- **9%** PROFESSIONAL SERVICES
- **7%** HEALTHCARE & LIFE SCIENCES
- **5%** TRANSPORT & LOGISTICS
- **4%** HOSPITALITY & TOURISM
- **4%** ENERGY & UTILITIES
- **4%** RETAIL
- **4%** OTHER
- **2%** GOVERNMENT & PUBLIC SECTOR

4 Respondents by generation

- **1%** GENERATION Z: born since 2000
- **22%** GENERATION Y: born 1980–2000
- **56%** GENERATION X: born 1965–1979
- **20%** BABY BOOMERS: born 1946–1964
- **1%** THE TRADITIONALISTS: born prior to 1946

Organization size by employees

- **20%** < 500 EMPLOYEES
- **18%** 501–1000
- **33%** 1001–5000
- **12%** 5001–10,000
- **17%** 10,001+

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