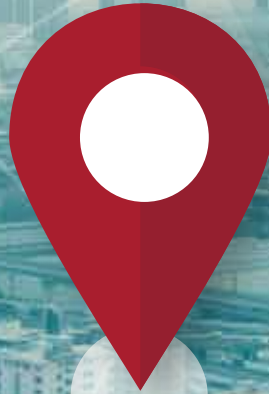# DZConneX
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BUILDING YOUR ROADMAP TO
TOTAL TALENT
SOLUTIONS

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WITH WORKSHEETS
INCLUDED TO GUIDE
YOU THROUGH
YOUR JOURNEY

Total Talent. Teams. Technology.

WHAT'S INSIDE

For the past decade, there has been buzz around the words total talent solutions, total talent acquisition and total talent management - but what exactly does Total Talent mean? Total Talent has different meanings for different organizations, and there is not one solution that will meet every organization's unique talent needs. The buzz of Total Talent Solutions is worth the attention, especially during today's unprecedented times. When 69% of Americans don't think they would be able to find a new job during the COVID-19 outbreak, it's worth going a new route.[1] Because the reality is that hiring still happens, even during unexpected times.

PICK THE ROUTES THAT YOU'LL WANT TO BUILD YOUR TOTAL TALENT ROADMAP WITH

Sources
1: http://www.globenewswire.com/news-release/2020/05/04/2026829/0/en/62-of-Employed-Americans-Would-Consider-a-Job-Change-During-COVID-19-Outbreak-if-They-Felt-Their-Employer-Was-Not-Sufficiently-Protecting-Workers.html

Introduction

Total Talent solutions refer to uniquely configured holistic programs, structures and processes to manage an organization's internal and external workforce needs. It's about creating a high level singular candidate experience for applying, interviewing, and accepting jobs across all categories whether it's contingent or permanent. Total Talent solutions streamline the candidate application and engagement process to make searching and applying for positions more efficient, resulting in higher retention rates.

Leveraging innovative technology helps to identify and source the best qualified talent to meet an organization's unique total talent needs. With a large majority of Gen Z, Millennial and Gen X Americans (69%) being open to a job change right now, it's important to evaluate your process to make sure you're attracting talent that's open to new opportunities.[1] But the reality is that it's not a one-size fits all approach.

However, the end goal for all organizations should be to create a high-level candidate experience from initial workforce planning through final onboarding to optimize the total talent experience.

WHEN 69% of Americans don't think they would be able to find a new job during COVID-19 OUTBREAK it's worth going a new ROUTE

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First you'll need buy-in from executive leadership, collaboration and understanding between procurement, HR, talent acquisition and business stakeholders to break down the silos that have long existed between divisions and the talent acquisition process.

WHETHER YOU ARE SEEKING TO CREATE A BRAND NEW EXTERNAL TOTAL TALENT PROGRAM OR A REBUILD OF YOUR INTERNAL TOTAL TALENT PROGRAM IN ORDER TO CAPTURE FULL OPTIMIZATION OF YOUR WORKFORCE, IT REQUIRES BUY-IN, COLLABORATION AND AN ORGANIZATIONAL MINDSET CHANGE

So why should I even consider looking at a total talent solution and if I do, where do I begin? Let's start by answering the first part of that question by highlighting some of the benefits achieved through an effective Total Talent Solution.

ROUTE 1

WHAT ARE THE BENEFITS OF USING A TOTAL TALENT STRATEGY?

What are the Benefits of Using a Total Talent Strategy?

Aside from a seamless end-to-end talent acquisition process that delivers efficiency and cost savings, a Total Talent Strategy provides:

- Larger Qualified Candidate Talent Pool
- Dedicated Talent Community
- Leverage Technology/Digital Optimization
- Analytics Across All Contingent and Permanent Hiring
- Integrate and Streamline Process for All Hiring Needs

- Optimize your Supply Chain
- Improved Employer Brand
- Aggregated Savings Opportunities
- High Level Candidate Experience
- Improved Temp to Perm Conversion Rates
- Speed to Service/Delivery

CANDIDATE EXPERIENCE
AT THE CENTER OF THE DISCUSSIONS

As you can see, there are many benefits to using a Total Talent Solution - from optimizing your talent supply chain with a larger candidate pool, a dedicated talent community consisting of both contingent and permanent talent, leveraging technology that can integrate into your VMS, ATS or CRM to providing a high level experience that results in improved retention - there are benefits that can help improve any organization. Each Total Talent Solution will have different benefits depending on the unique talent requirements, while also knocking down communication silos within your organization. Using this type of solution can improve the ability to leverage the employer brand across all types of workers in order to attract quality talent. The most important thing is to keep the candidate experience, whatever that looks like, at the center of the discussions. This will ensure your solution works effectively in any industry.

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ROUTE 2 CONSIDERATIONS TO IMPLEMENT A TOTAL TALENT SOLUTION

Considerations to Implement a Total Talent Solution

Let's take a more in-depth look at some of the considerations to help you create a roadmap to Total Talent that you can customize to meet the needs of your organization.

DEFINE KEY STAKEHOLDERS

ENGAGE & COMMUNICATE EARLY

Define a Total Talent Solution For Your Organization

Defining a Total Talent Solution for your organization starts with an understanding of which programs will work for you and remembering that it's a team effort. Any organization that approaches Total Talent from one department alone only delays their progress in building a successful program. Everyone's idea of Total Talent is different, so all departments coming together to create the definition of what it means for your organization and then building a strategy to implement that vision helps build buy-in and collaboration. The cohesive team should be able to discuss everything from PII to database security to candidate-specific marketing strategies to customize a solution that works for your organization as a whole.

Who Can Help Me?

In the book "Outliers" by Malcolm Gladwell, Gladwell speaks to the "10,000 hour" principle that contributes to the success of individuals and businesses. To summarize, his research essentially showed that it was the amount of experience and time that individuals and businesses have given that contribute to their success in the specific field that they've put their hours into.

So who should organizations turn to for help with defining and implementing their Total Talent Strategy? Managed Service Providers (MSP's), in particular those with a Recruitment Process Outsourcing (RPO) division, have the 10,000 hours needed to help companies determine their Total Talent Strategy and most have direct experience delivering a Total Talent Solution. MSP's focus on hiring across all categories of labor, so if you are looking for help defining your strategy you should seek it from these expert talent providers.

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WHO SHOULD BE IN THE DRIVER'S SEAT?

CONSIDERATIONS TO IMPLEMENT A TOTAL TALENT SOLUTION

Regardless of whether you already have some version of Total Talent incorporated into your program (such as RPO, Talent Pools, etc.), a key to success is to build the appropriate stakeholder team. The team should include resources from:

PROCUREMENT
Serves as the representative responsible for procuring contingent labor or permanent talent acquisition services and is knowledgeable of the internal and external hiring processes.

IT
This should be someone that has an understanding of your ATS, VMS and HRIS related systems and how those systems integrate with your environment.

MARKETING
Ideally, this would be your CMO or senior leader, since your brand and employee value proposition plays a major role in the outcome.

HR
This should be a representative with knowledge of your organization's hiring process and also someone who would be involved in internal and/or external hiring.

FINANCE
This representative will serve as the budget champion and be responsible for helping to calculate the program savings and handle financial negotiations.

LEGAL
This should be someone who is familiar with employment law and your organization's hiring process and associated PII.

ROUTE 3

DEFINE THE GOALS YOU WANT TO ACHIEVE WITH A TOTAL TALENT SOLUTION

Define the Goals You Want to Achieve With a Total Talent Solution

Once you have a team assembled and their roles defined, it's time to set the strategy. The ultimate goal is to streamline the candidate experience and create synergies for your program. This starts by defining your key objectives. Ask yourself the questions below to get started.

+ **Are you seeking to increase the size of a qualified candidate talent pool?**

+ **Fill jobs faster with better fit hires?**

+ **Reduce employee turnover?**

+ **Increase temp to permanent hire conversions and/or increase new hire retention rates?**

+ **Do you have a large group of referred talent that needs to be curated and managed?**

+ **Do you need to enhance your new hire on-boarding process?**

You should also be reviewing all available talent across your organization including temporary and permanent talent while identifying where skill and talent gaps exist. It's important to understand where additional skill sets are needed across the organization while also determining the need for repeatable skills. You can conduct a market analysis or have your MSP or RPO partner help you to determine availability of talent by skill set, type and geography.

IMPROVING YOUR BRAND & EVP WILL HELP
ATTRACT & RETAIN CANDIDATES

An important part of the strategy is branding and employee value proposition (EVP). You'll want to find ways to improve brand awareness to make your brand more visible and valuable in the talent acquisition process. Improving your brand and EVP will help attract and retain the best talent to optimize your workforce.

Analytics are going to be a key component when it comes to defining goals which includes mapping out ideal state recruitment processes based on best practices and benchmark data with clearly defined roles and responsibilities. Ask yourself - What are your current KPIs/SLAs and where do you need improvement? Then, identify your ideal SLAs and KPIs. And don't forget to determine which measurements are most important for success and how you will define success. Establish your desired outcomes and measures of success (the ROI) while setting realistic expectations amongst stakeholders after deciding what is most important – quality, speed to delivery, cost or skills?

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ROUTE 4
DESIGN YOUR TOTAL TALENT SOLUTION STRATEGY/MODEL

Design Your Total Talent Solution Strategy/Model

If you already have stakeholder buy-in and alignment on a strategy, you are ready to design the strategy and model for your organization. Some key areas to start and items that should be considered and identified are the following:

- **Capturing and Calculating Total Cost**
- **Cultural/Environmental Considerations**
- **Area of Resistance, Barriers and Challenges**
- **Use of Direct Sourcing**
- **Ways to Integrate External and Internal Hiring Into a Singular Process**
- **Delivery Team Structure and Governance with Accountability (Consider a RACI)**

- **An Executive Sponsor and Program Owner**
- **An Internal Communication Plan**
- **Digital Sourcing Strategy**
- **Job Description Enhancements**
- **How Candidates Will Find Open Positions**
- **Candidate Assessment Steps**
- **On and Off Boarding Management**
- **Requirements/Timeline for Implementation and Go-Live**

This is not an exhaustive checklist and certainly there's a lot to consider. When it comes to capturing and calculating total cost, how do you ensure that it's inclusive of all external contingent and internal permanent spend, plus all related talent acquisition expenses and costs? There are many costs to consider and some are commonly overlooked such as vacancy and turnover cost. And what is required for implementation and go-live timeline? You will have to consider the approach that will work best for your organization. Is it going to be a phased approach by skill category, business unit, geography or to launch across the enterprise all at once? Are you going to start with all types of external contingent labor then expand across permanent hiring? Many companies find it easier to implement a solution in one area, permanent or contingent, then focus on the larger Total Talent Solution Strategy. There is no right or wrong way to do it as long as you keep the ultimate candidate experience in mind.

Another important aspect to determine is whether or not direct sourcing is going to be included in the Total Talent offering, and if it would be in the form of talent pools, self-sourcing, contingent RPO, direct sourcing, etc. These options are intertwined but differ greatly and provide different benefits. Also, who will handle candidate duration and management?

These aren't all of the questions you need to define during the design phase but they are the crucial ones. Missteps can happen if the entire team is not consulted regularly and time isn't taken to answer these questions. The point of a Total Talent Solution is the variety and flexibility that it can bring for different types of roles - you do not want to design a program that works for permanent hiring but doesn't work for contingent or vice versa. This will only create more obstacles in the long run, blocking your road to success.

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ROUTE 5 DEFINE YOUR TOTAL TALENT TECHNOLOGY STRATEGY

Define Your Total Talent Technology Strategy

One of the biggest pitfalls to a successful Total Talent Solution program is not considering a total talent technology strategy or selecting the wrong technology. Because companies silo their data and create separate hiring hurdles defined by different labor categories, the VMS, ATS and HRIS systems inevitably become complex and the data becomes stale and unusable. Creating an effective Total Talent Technology Strategy does not mean that you must replace your VMS or HRIS systems with a new "AI" driven product to meet your total talent goals.

Instead of replacing your existing technology, look at the partners that integrate with your systems, allowing you to control the data that gets shared. MSP/RPO Providers can also assist here and either bring internal proprietary technology or partnerships to help you.

+ **Do we have internal technology to leverage? (ATS, VMS, HRIS)**

+ **What external technology exists and what will best meet our needs?**

+ **Do we want to incorporate digital talent acquisition platforms?**

+ **Do we want to incorporate direct sourcing technology?**

+ **If we have an existing VMS, do we want to leverage their ecosystem or capability?**

+ **What goals do we want to achieve with our strategy?**

+ **What are all the options for candidates to see our jobs today or to drive them to our website/career portal?**

+ **Do we match candidates and jobs to their skills, and if so, how?**

To streamline the solution, it's important to choose the right technology strategy and leverage a partner. The right partner will integrate with your existing systems, speed up the approval process and ensure you don't get bogged down getting your solution to market.

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ROUTE 6

LAUNCH AND MEASURE YOUR TOTAL TALENT SOLUTION

Launch and Measure Your Total Talent Solution

Once you launch your Total Talent Solution, give the program time to mature and pivot as necessary.

Incorporate analytics and business intelligence to measure activity and operational efficiency. Identify the bottlenecks.

You may find that the application process as designed is too cumbersome for contingent, and you don't see the application rates that you had hoped for in the first phase. If so, look at your digital sourcing strategy and potentially change how you market and source.

Depending upon which avenue appears more successful than others, you may need to readjust. Giving time for the program to work ensures that you end up with a great Total Talent Solution that works for your organization.

Establish a regular cadence of reporting and dialogue across all stakeholders to review metrics and discuss needed improvements while also sharing the successes. It is important to understand and celebrate the wins while also adjusting and enhancing the program. This leads to continued adoption and evolution of your solution.

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IT IS IMPORTANT TO UNDERSTAND &
CELEBRATE THE WINS
WHILE ALSO ADJUSTING & ENHANCING THE PROGRAM

The Last Stop on the Map – the Conclusion

As you've read, there's a lot to consider on a roadmap to a Total Talent Solution. You have to take a look at the benefits and determine which ones will help your organization the most. Then, and this is the most crucial, find the expert or partner that can help you. From there, you'll work together to define a Total Talent Solution for your organization and with the greater stakeholder team that you identified, you will go through all the important considerations and aspects of a successful Total Talent Solution. Together, you will define your goals, develop your strategy and a model that will lead your organization to success. If you continuously measure and readjust your solution consistently while remaining innovative, you'll attract the best fit qualified talent for your organization.

47% of employed Americans say working in the pandemic has made them reconsider whether they're in the right job or not.[1] That means a lot of top talent will be looking for new opportunities in the market. Now is the time to take the driver's seat and roadmap journey to total talent.

DZConneX has more than 30 years of experience managing total talent solution strategies within MSP and RPO. We are focused on accelerating the next generation of innovation and look forward to helping you on your journey to total talent. Learn more about DZConneX's MSP, RPO, Direct Sourcing/Contingent RPO, Advisory & Consulting and Total Talent Strategies here (click here)....

Sources
1: http://www.globenewswire.com/news-release/2020/05/04/2026829/0/en/62-of-Employed-Americans-Would-Consider-a-Job-Change-During-COVID-19-Outbreak-if-They-Felt-Their-Employer-Was-Not-Sufficiently-Protecting-Workers.html

What are the Benefits of Using a Total Talent Strategy?

Check your top benefits and add your own below.

Aside from a seamless end-to-end talent acquisition that delivers efficiency and cost savings, a Total Talent Strategy provides:

Larger Qualified Candidate Talent Pool

Dedicated Talent Community

Leverage Technology/Digital Optimization

Analytics Across All Contingent and Permanent Hiring

Integrate and Streamline Process for All Hiring Needs

Optimize your Supply Chain

Improved Employer Brand

Aggregated Savings Opportunities

High Level Candidate Experience

Improved Temp to Perm Conversion Rates

Speed to Service/Delivery

List what other benefits you're hoping a Total Talent Solution can bring to your organization below:

:

CLICK TO GO
BACK TO EBOOK

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Considerations to Implements a Total Talent Solution

WHO CAN HELP ME?

So who should organizations turn to for help with defining and implementing their Total Talent Strategy? Managed Service Providers (MSP's), in particular those with a Recruitment Process Outsourcing (RPO) division, have the most have direct experience delivering a Total Talent Solution. MSP's focus on hiring across all categories of labor, so if you are looking for help defining your strategy you should seek it from these providers.

DEFINE KEY STAKEHOLDERS

Regardless of whether you already have some version of Total Talent incorporated into your program, a key to success is to build the appropriate stakeholder team. The team should include resources from:

LEGAL: This should be someone who is familiar with employment law and your organization's hiring process and associated PII.

HR: This should be a representative with knowledge of your organization's hiring process and also someone who would be involved in internal and/or external hiring.

FINANCE: This representative will serve as the budget champion and be responsible for helping to calculate the program savings and handle financial negotiations.

IT: This should be someone that has an understanding of your ATS, VMS and HRIS related systems and how those systems integrate with your environment.

MARKETING: Ideally, this would be your CMO or senior leader, since your brand and employee value proposition plays a major role in the outcome.

PROCUREMENT: Serves as the representative responsible for procuring contingent labor or permanent talent acquisition services and is knowledgeable of the internal and external hiring processes.

CLICK TO GO
BACK TO EBOOK

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Define the Goals you want to Achieve with a Total Talent Solution

Ask yourself the questions below to get started,

Are you seeking to increase the size of a qualified candidate talent pool?	YES	NO
Fill jobs faster with better fit hires?	YES	NO
Reduce employee turnover?	YES	NO
Increase temp to permanent hire conversions and/or increase new hire retention rates?	YES	NO
Do you have a large group of referred talent that needs to be curated and managed?	YES	NO
Do you need to enhance your new hire on-boarding process?	YES	NO

These are the types of questions the team should be addressing and answering to define the goals that meet your organizations' needs. Add your own below,

CLICK TO GO
BACK TO EBOOK

Design Your Total Talent Solution Strategy/Model

If you already have stakeholder buy-in and alignment on a strategy, you are ready to design the strategy and model for your organization. Some key areas to start and items that should be considered and identified are the following:

Capturing and Calculating Total Cost

When it comes to capturing and calculating total cost, how do you ensure that it's inclusive of all external contingent and internal permanent spend, plus all related talent acquisition expenses and costs? There are many costs to consider and some are commonly overlooked such as vacancy and turnover cost.

Cultural/Environmental Considerations

Use of Direct Sourcing

Area of Resistance, Barriers and Challenges

If so, in what form? Talent Pools, Self-sourcing, Contingent RPO and Direct Sourcing? These options are intertwined but differ greatly and provide different benefits.

Also, who will handle candidate curation and management?

Ways to Integrate External and Internal Hiring Into a Singular Process

How Candidates Will Find Open Positions

Delivery Team Structure and Governance with Accountability (Consider a RACI)

Candidate Assessment Steps

An Executive Sponsor and Program Owner

On and Off Boarding Management

An Internal Communication Plan

Requirements/Timeline for Implementation and Go-Live

Digital Sourcing Strategy

Job Description Enhancements

CLICK TO GO BACK TO EBOOK

Design Your Total Talent Solution Strategy/Model

What is required for implementation and go-live timeline?

You will have to consider the approach that will work best for your organization. Is it going to be a phased approach by skill category, business unit, geography or to launch across the enterprise all at once?

Are you going to start with all types of external contingent labor then expand across permanent hiring? Many companies find it easier to implement a solution in one area, permanent or contingent, then focus on the larger Total Talent Solution Strategy. There is no right or wrong way to do it as long as you keep the ultimate candidate experience in mind. These aren't all of the considerations you need to define during the design phase but they are the crucial ones. Other Requirements:

**CLICK TO GO
BACK TO EBOOK**

Define Your Total Talent Technology Strategy

Instead of replacing your existing technology, look at the partners that integrate with your systems, allowing you to control the data that gets shared. MSP/RPO Providers can also assist here and either bring internal proprietary technology or partnerships to help you. Answer the key questions below:

	YES	NO
Do we have internal technology to leverage? What kind? (ATS, VMS, HRIS)	YES	NO
What external technology exists and what will best meet our needs?	YES	NO
Do we want to incorporate digital staffing platforms?	YES	NO
Do we want to incorporate direct sourcing technology?	YES	NO
Do we have an existing VMS, and if so, do we want to leverage their ecosystem or capability?	YES	NO
Do we match candidates and jobs to their skills, and if so, how?	YES	NO

CLICK TO GO BACK TO EBOOK

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Define Your Total Talent Technology Strategy

What goals do we want to achieve with our strategy?

What are all the options for candidates to see our jobs today or to drive them to our website/career portal?

These are the types of questions the team should be addressing and answering to define the goals that meet your organizations' needs. Add your own below.

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BACK TO EBOOK

Launch and Measure Your Total Talent Solution

Once you launch your total talent solution, give the program time to mature and pivot as necessary.

Establish a regular cadence of reporting and dialogue across all stakeholders to review metrics and discuss needed improvements while also sharing the successes. Celebrate the wins while also adjusting and enhancing the program. This leads to continued adoption and evolution of your solution.

Final thoughts and notes:

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BACK TO EBOOK

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