TALENT ACQUISITION
TECHNOLOGY TRENDS

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Our flagship research, The Aptitude Index Report, delivers a comprehensive look at talent acquisition trends and technology. This knowledge, combined with our consulting and advisory services, enables companies to save time, money and improve the recruiting, hiring and workforce management experience.

Founded by leading analyst Madeline Laurano and based in the Boston area, Aptitude Research provides a wealth of HCM expertise to companies, vendors and investors. View our recent and upcoming research at AptitudeResearch.com or connect with us on Twitter or LinkedIn.

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INTRODUCTION

The pandemic, remote work, and labor shortage have dramatically changed the landscape of talent acquisition (TA). Organizations have adapted and adjusted to new realities overnight. And, with the possibility of a recession, companies must continue to prepare for the unexpected.

According to Aptitude Research, 73% of companies have increased their investment in TA technology since 2021. Yet, many companies did not see the value of their investments, and only half of surveyed companies measured the ROI. As the landscape continues to transform, companies must be strategic about which partnerships and technologies will drive value for the future.

To help shed light on the talent technology options available today, Aptitude Research has surveyed over 1,500 TA and HR leaders and interviewed over 50 companies. This report summarizes our research, exploring recent developments in TA technologies and their influence on how companies invest in solutions for a changing market. The trends covered in this report reflect a growing emphasis on enabling smarter processes in a world inundated with data and technology.

Each trend is borne of the unique challenges facing organizations today, and each brings the potential for achieving long-elusive goals, whether boosting DEI, closing the gap on candidate experience or transforming workforce planning to name a few. An understanding of these trends can help organizations make sense of the daunting TA tech landscape to focus on the priorities that matter — achieving better outcomes for employers and workers alike.

Aptitude Research surveyed over 1,500 talent acquisition and HR leaders and interviewed over 50 companies.

TECHNOLOGY TRENDS
INFLUENCING THE FUTURE OF TA

The modern TA tech stack is much more than an ATS. An effective technology ecosystem builds on advanced AI-driven capabilities. It encompasses the entire pre-hire lifecycle, including candidate acquisition, requisition management, job postings, search capabilities, interview management, assessments, onboarding, communications, and reporting.

Beginning with the rise of predictive analytics that informs all facets of TA planning and decision-making, every area of innovation points to an intelligent and agile TA function that is becoming critical in the competition for talent.

The following trends reflect a growing emphasis on enabling smarter processes in a world inundated with data and technology:

1   **The Rise of Predictive Analytics**

2   **An Emphasis on Deeper Workforce Planning**

3   **A Candidate-First Approach to AI and Automation**

4   **A Reset on Practical and Measurable DEI Strategies**

5   **Rising Expectations of Skills-Based Recruitment**

6   **The Transformation of the Candidate Experience**

THE RISE OF
PREDICTIVE ANALYTICS

Organizations can no longer rely on reactionary decisions when determining where, how, and at what cost they engage talent. They need a more robust approach to talent analytics that harnesses the power of provable, scientific data to make smarter and more equitable decisions. Predictive analytics breaks the cycle of reactive decision-making and is emerging as the new foundation of strategic talent acquisition and the future of the TA tech stack. Companies that master predictive analytics and invest in the right solutions are able to stay prepared, make unbiased decisions, and improve experiences for every stakeholder in the process.

TOP CHALLENGES

TA functions are familiar with tracking metrics and key performance indicators (KPIs), but they don't often turn those metrics into actionable insights. Analytics is the practice of using metrics to make better decisions. If metrics answer, "what happened?" and analytics answer "why did it happen?", then predictive analytics answer "what will happen next?"

To move from reactive to current and future-facing strategies, companies must understand the data they are using, the quality of that data, and where that data is sourced. Unfortunately, with the number of different systems at play and the influx of new data on a near daily basis, most TA teams struggle to manage the information available to them. The primary challenge for most organizations is not the quantity of data, but rather its accuracy and consistency. For many companies, issues arise when:

- **Data is not shared with hiring managers:** Sixty-seven percent (67%) of TA and HR professionals are not providing hiring managers with the right data to make decisions, and only 32% of senior leaders are confident in the data they have available to make decisions.

- **Companies do not maintain data:** Half of the surveyed companies measure data accuracy and quality at a frequency of once a year or longer, yet many recruitment activities and systems are dynamic and change constantly. Companies need to ensure that they have a process for data refresh and enrichment.

- **Companies are not starting with the right data:** When targeting their talent options, companies often start with resumes or social profile data that ignore certain candidates and include biases. This information is not necessarily a predictor of performance or quality of hire. By relying solely on the resume to make hiring decisions, companies can erode candidate trust and confidence in the hiring process.

- **Organizations do not always know what to do with data:** The final issue, and one that is central to the TA function, is that the information captured by systems does not always lead to the right action or the best outcome. That is because the raw data, even if analyzed and put in the context of KPIs, cannot tell planners what will happen if they opt to take on a particular strategy. Today, however, AI and machine learning can make reliable planning a reality.
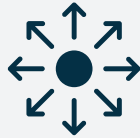
KEY STRATEGIES

The rapid evolution of AI-driven solutions has moved the needle on TA decision-making accuracy and expectations. Rather than just prompting organizations to connect data with context, the technology is moving toward a next level of competence—that is, predictive intelligence.

PREDICTIVE ANALYTICS (ACTIONS + OUTCOMES)

POSSIBLE OUTCOMES
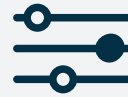Would each option influence results based on scenario planning?

BEST ACTIONS
What is the best action you can take to drive improvements and business outcomes?

ANALYTICS (DATA + ACTION)

INSIGHTS
What is the meaning behind the data?

OPTIONS
What actions can you take to address the issues/opportunities indicated in the insights?

TRADITIONAL REPORTING (DATA)

GOALS
What are the objectives and how do they align with business objectives?

METRICS
What are the key performance indicators (KPI) that align with business objective?

As seen in the figure above, traditional reporting functions end with metrics and KPIs, delivering only data and leaving the interpretation to the business. Data analytics delivers data in context and can help businesses identify resolutions. AI-driven predictive analytics goes a step further and provides possible outcomes based on available options and helps identify the best action.

TECHNOLOGY ENABLERS

Most talent and HR technologies apply basic analytic capabilities to help interpret the data they touch. While some can reliably claim predictive capabilities, few offer the level of detail or the flexibility to fully support forward-looking decision-making. However, some advanced platforms are delivering on this capability, with detailed insights and project outcomes that enable deep decision-making such as where to target talent or an adjustment to specific step in the TA process. A predictive analytics system allows companies to:

- **Aggregate all talent data from different systems into one platform**
- **Identify what data applies to the specific question being asked or problem being solved**
- **Reveal where changes are needed, along with possible outcomes and a best path of action**
- **Build confidence with TA and HR teams presenting data to business leaders**
- **Use data to prevent future challenges**

AI plays a role in analytics because the use of unstructured data and AI algorithms expands the scope of information that can be applied. For example, the AI function of natural language processing (NLP) enables analysis of text. Likewise, AI can help rationalize data from disparate sources to arrive at apples-to-apples analysis and comparison, enhancing the relevance and accuracy of current-state information and predictive modeling.

Who do companies rely on to support their data?*

57% rely on IT | **32%** on talent acquisition | **7%** on their solution providers

*Survey by Aptitude Research

Regardless of its sophistication, all analytics tools depend on data for quality and relevance. Companies must consider how they are able to track, manage, and report data. Support and maintenance of data may involve internal resources, third-party consultants, or solution providers. Planning for support should be an important first step. According to Aptitude Research, 57% of companies rely on IT, 32% on talent acquisition, and 7% on their solution providers to support data management. Survey results revealed that companies trust many different data sources to support their TA decisions.

WHAT PROVIDES THE MOST VALUABLE DATA FOR SUPPORTING TALENT DECISIONS?

36%
CRM

2%
Other

5%
Interviews

12%
Assessments

12%
Linkedin

13%
ATS

20%
HRIS
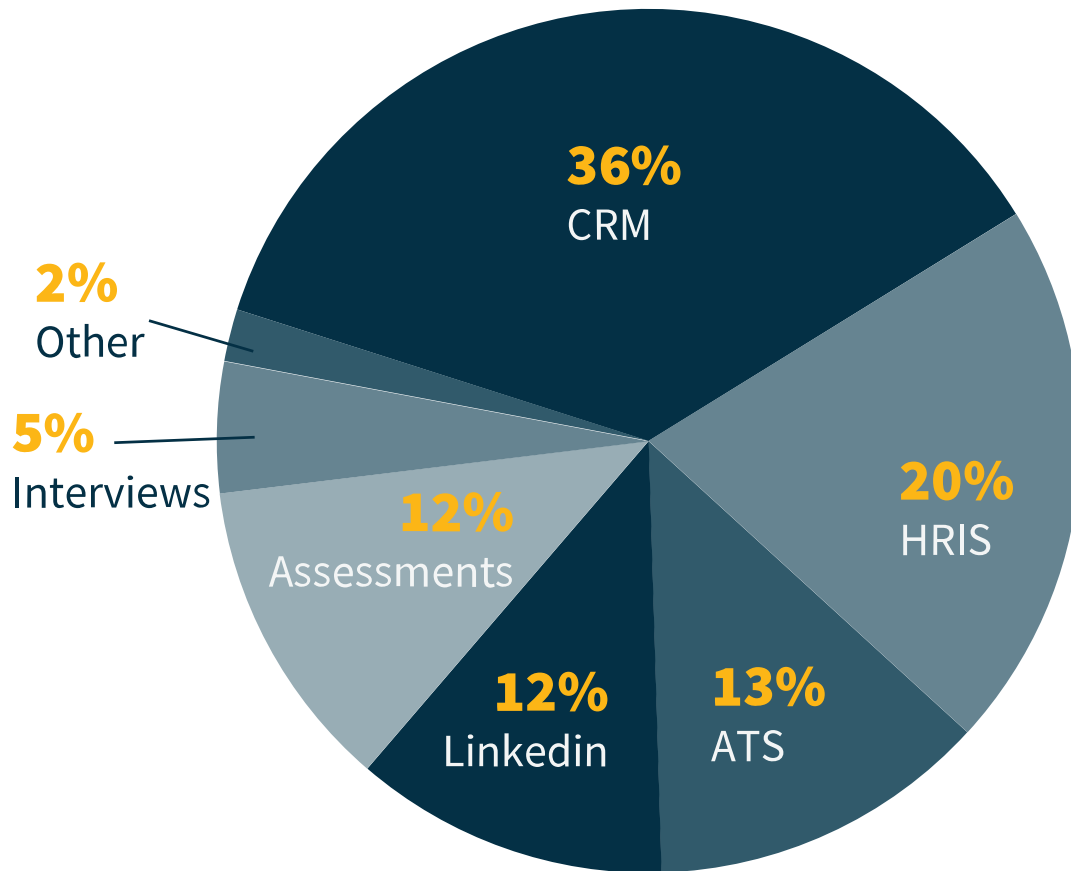
QUESTIONS TO CONSIDER WHEN EVALUATING PROVIDERS:

- ✓ What data does the system need to operate effectively?

- ✓ Is transparency provided on data?

- ✓ Can the data integrate with existing systems?

- ✓ Does the solution automate the connection of data from external sources? How often is the data cleaned?

- ✓ What are the data sources?

- ✓ How quickly can the system process new questions or parameters? Can the system provide predictive modeling?

AN EMPHASIS ON DEEPER
WORKFORCE PLANNING

The pandemic forced TA teams to think more strategically about changing labor markets, business pressures, and demands for critical skills. Business fluctuations that used to span quarters or years may now happen in weeks or months. According to Aptitude Research, effective sourcing and screening, process improvements for AI, candidate experience, and workforce planning were all identified as the top capability gaps in TA. Workforce planning is not a new phenomenon, but organizations have struggled to make it a consistent part of their talent strategies.

TOP CHALLENGES

Although workforce planning benefits TA, companies often lack the in-house expertise to support workforce planning and the solutions they need to drive value. Over half of surveyed decision-makers are using Excel spreadsheets to manage their workforce planning strategies. As a result, workforce planning is a response to change rather than a strategic initiative. According to Aptitude Research, only one in five companies are satisfied with their workforce planning efforts today.

Workforce planning fails when companies lack the following:

- **Consistency:** The practice must be continuous and repeatable, not a one-time activity.
- **Expertise:** Workforce planning requires dedicated resources and expertise in HR, talent acquisition, a center of excellence, or an outsourced provider.
- **Technology:** Robust planning requires the right solutions to ensure consistency and accurate forecasting.

KEY STRATEGIES

The following priorities can help guide more effective technology decisions to support strategic workforce planning.

- **Understand the Benefits:** Companies must look more closely at the potential benefits offered by stronger workforce planning capabilities, including:
  - Greater understanding of skills within their organization
  - Faster response to business needs and pressures related to talent
  - Ability to create more effective talent strategies for recruiting and retaining talent
- **Consider Scenario Planning:** Companies must be prepared for the future and invest in technologies that enable scenario planning. These solutions enable organizations to analyze "what if" situations and their outcomes to anticipate change and stay ahead of their headcount and skills analysis.
- **Move Beyond Headcount:** Headcount analysis only gives companies one view of the supply and demand for talent. Companies must consider solutions that look beyond simple headcount analysis and include skills analysis and talent segmentation.
- **Focus on Skills:** Skills play a critical role in helping companies understand how to address business and talent needs. A skills-based approach can help align strategies more accurately with market conditions and provide a detailed means of proactively adjusting to changes in talent supply and demand.

TECHNOLOGY ENABLERS: TALENT MARKETPLACE

Workforce planning solutions help organizations determine the optimum bench strength and measurable workforce strategies for growth or reductions. By helping organizations understand, visualize, and address the supply and demand associated with of workforce planning, they can help HR provide business leaders with key information for closing gaps and creating a talent strategy. Companies have several options when investing in workforce planning:

- **Pure-Play Workforce Planning Providers:** These providers collect and analyze data from multiple sources and generate reports to address future workforce demands based on internal and external conditions. Through a library of templates and robust data analysis, they can help organizations at both the mid-size and enterprise levels. A key differentiator for these solutions is their scenario planning and predictive modeling capabilities.

- **Talent Marketplaces:** A talent marketplace provides a platform for internal talent to see opportunities across the enterprise, and enables TA and executive leadership to understand the skills available within the organization. Companies gain visibility into what skills they need to develop now or invest in for the future, which is an essential component of workforce planning.

- **ERP Providers:** These providers primarily help organizations on the supply side of workforce planning and do not typically address the demand for future talent. However, they do offer some level of scenario benchmarking based on historical data, such as predefined reports to analyze key variables (turnover, cost, employee development, etc.). They are primarily involved with position management and house data associated with the roles internally, including internal mobility or "people movement," internal "supply," and productivity levels. The data they provide can be useful for proactively adjusting to changes in talent supply and demand.

A CANDIDATE- FIRST APPROACH
TO AI AND AUTOMATION

The automation of knowledge worker activity, frequently based on the application of artificial intelligence (AI) in technologies, has transformed business areas such as marketing, supply chain, and sales. However, recruitment is still immature in its adoption. The challenge for TA is that companies do not have clear visibility into how they use automation today or what activities they plan to automate for the future. Aptitude Research found that:

ONLY 27%

of enterprise companies had near-term plans (within a year) to automate more than half of their TA processes

73%

of companies do not know what they are currently automating

Automation can occur through both AI and conventional employer-driven processes. By accomplishing in minutes what used to take weeks, it is widely recognized as a required capability to support TA in today's data-intensive environment. From analyzing resumes to scheduling interviews, automation solutions free recruiters from mundane tasks to focus on their best work.

At the same time, automation offers a significant improvement in the candidate experience. Many recruitment automation innovations aim to reduce bias, improve communication, and give candidates a more efficient and transparent application experience. With that in mind, organizations should weigh the potential value to the candidate when considering how they invest in or apply automation, starting by addressing common misperceptions associated with the technology involved.

TOP CHALLENGES

Not every company embraces AI or automation in talent acquisition. Research has found that the number one reason some companies hesitate to invest in AI is that they do not know enough about it (44%). Without a way to clearly articulate the value of AI, it can be challenging to get senior leader support the figure below:

A SHIFT FROM EMPLOYER-DRIVEN TO CANDIDATE-FIRST AUTOMATION

	EMPLOYER-DRIVEN AUTOMATION	KPI	CANDIDATE-FIRST AUTOMATION	KPI
EFFICIENCY	Recruiters can convert leads to applicants to fill jobs more quickly, improve the quantity and quality of candidates interviewed over a shorter period of time.	**Time-to-Fill**	Candidates receive more consistent, personalized communication so they can make better decisions around an employer.	• **Confidence** • **Personalization** • **Candidate Retention/ Drop-off Rate**
EFFECTIVENESS	Recruiters can make data-driven decisions around talent.	**Quality of Hire**	Candidates trust the process and believe that they received a fair opportunity.	• **Trust** • **Inclusivity** • **Employer Brand/ Candidate Attraction**
EXPERIENCE	Recruiters can focus on less tactical elements of TA, such as scheduling and outreach.	**Recruiter Productivity**	Every candidate is given a consistent and fair recruitment process.	• **Confidence/Trust** • **Inclusivity** • **Personalization** • **Candidate Attraction/ Retention**

KEY STRATEGIES

Recruitment automation can be a powerful tool for improving the candidate experience and moving candidates through the process. When companies invest in automation, they can better:

• **Understand What Candidates Want:** Companies must consider candidates' unique expectations and experiences. Collecting feedback through automation and assessing and refining the journey can help companies deliver a superior candidate experience.

• **Interrupt Bias Early in the Process:** By using automation to create a consistent and fair experience for candidates early in the process, companies are more successful at reducing bias and increasing inclusivity.

• **Build Trust Through Data:** Both employers and candidates need to trust the data and methodologies for the technology that they are using. Companies looking at automation should consider providers that will partner with them and provide transparency.

TECHNOLOGY ENABLERS

The terms AI and automation are often used interchangeably, but they are not the same. AI technologies are capable of mimicking human qualities of perception, logic, and learning. The most significant difference is that through machine- learning, AI gets smarter the more companies and candidates leverage it. The broader concept of automation refers to technologies that relieve the burden of manual activity, including both AI-driven and non-AI solutions that perform tasks quickly but do not mimic human behavior or "learn" as they gain data.

AUTOMATION

Technology that performs activities automatically AI without mimicking human behavior.

VS

ARTIFICIAL INTELLIGENCE

Technology that mimics human behavior and becomes smarter with use.

ATTRACT

- Automatically run campaigns
- Chatbot with loaded questions

- Historical and predictive intelligence to predict the performance of campaigns
- Conversational AI with intelligent assistance

RECRUIT

- Automated matching based on keywords
- Automated workflows

- AI matching with skills inference
- Intelligent workflows

HIRE

- Automated interview questions
- Automated assessment invites

- AI-driven interview questions and feedback
- Deep learning of assessment data to predict performance and understand candidate insights

A RESET ON PRACTICAL AND
MEASURABLE DEI STRATEGIES

Improving diversity, equity, and inclusion (DEI) begins with identifying and addressing the many places where unconscious bias can impact the experience of diverse workers. Bias in talent acquisition is not a new phenomenon. Many small decisions, from where to target recruiting to which candidates to advance to the next interview level, can make or break a company's ability to attract, hire, and retain diverse workers.

Many organizations have committed to improving diversity in their hiring process, but aside from some efforts to remove bias from resumes, companies still seek additional DEI support from their technology ecosystems. At the same time, detailed analytics and a view into the hiring process also helps identify weaknesses in the process. Whether a candidate slate lacks diversity or a targeted source has an adequate supply of diverse talent, the right data can identify weak points, refocus activity, and improve DEI.

Top Challenges

According to Aptitude Research, 93% of companies are concerned with reducing bias in their talent acquisition process. When talent acquisition leaders are asked what steps they take to reduce bias, most companies focus on training programs. While these programs can provide education, they often fall short of fundamentally addressing the problem. Among surveyed talent leaders, investing in training, adopting technology that de-biases job descriptions, and creating a consistent interview process were important priorities.

KEY STRATEGIES

While technology, particularly AI-driven solutions, runs the risk of embedding bias into automated decisions, the reality is that the right AI technology has proven to reduce bias more effectively than most humans. One reason for success is that AI can learn and change behaviors. Another reason is that AI is based on a scientific methodology for collecting and reporting on data. Technology can create a more inclusive candidate experience when companies consider the following:

93%
of companies are concerned with reducing bias in their talent acquisition process.

- **Create a Process to Continually Test for Bias:** To reduce bias, AI solutions must have a hypothesis in place. They must continually test that hypothesis as they collect new data.

- **Interrupt Bias Early:** Certain attributes in a resume can introduce bias into the TA process early. Technology is now available to help remove those attributes and interrupt bias early in the process. Blinded screening and blinded interviews can also help companies apply an equal experience to all candidates.

- **Measure, Manage, and Improve:** The mantra for any sound business process applies to improving diversity in TA. With the right tools in place, organizations can track progress in the diverse candidate experience, hold decision makers accountable for results, and identify where adjustments need to be made.

TECHNOLOGY ENABLERS

To improve DEI in the TA process, companies must consider changes to strategies and culture before investing in technology. Nevertheless, technology is essential in driving those changes. The following are examples of technology solutions and approaches that are reducing bias in talent acquisition today:

- **AI Matching:** AI matching connects candidates to the right jobs using inference. It gives every candidate a fair experience by offering the same opportunities without human bias.

- **Intelligent Interviews:** Structured and intelligent interviews provide consistency and standardization to ensure that candidates experience the same evaluation process and that companies have consistent data to drive fair decisions.

- **Writing Augmentation:** AI language and writing augmentation solutions uncover bias in job descriptions and communication templates to provide a more inclusive experience to candidates.

- **Analytics:** Analytics can provide insights into everything from sourcing to offer management and allow companies to see how they are engaging with diverse candidates.

- **Programmatic Job Advertising:** Programmatic job advertising automates and streamlines advertising, and allows companies to reach more diverse job boards.

- **AI:** Ethical AI solutions that provide transparency and consider candidate consent can provide a fair and equitable experience by providing candidates with equal opportunities and reducing bias.

RISING EXPECTATIONS OF
SKILLS-BASED RECRUITMENT

Skills are quickly becoming the currency for the future of TA. A skills-based approach can help connect candidates to the right opportunities, personalize the experience, and provide more visibility into next steps. Employers benefit from improved efficiency and stronger talent pools, while individuals benefit from greater opportunities to control their career paths. Skills provide a roadmap for the future and a bridge between TA and talent management.

This study found that companies that invest in skills development are:

2x

as likely to improve retention

34%

more likely to improve quality of hire

28%

more likely to improve DEI initiatives

AND AS A RESULT...

64%

of TA and HR professionals are feeling pressure from their CHRO to focus on skills

Top Challenges

Despite the recognized benefits of skills development, companies are not always clear where to start with. Lack of ownership and confusion around how technology fits in have added to this uncertainty. Without the right technology, companies face many of the following challenges with skills.

- **Outdated Information:** Companies would have to manually update the skills framework and libraries to reflect changes in the business or in the labor market. According to our research, 38% of companies built their own skills libraries for talent development. Yet, these libraries are not continuously being maintained and do not reflect the changing nature of work.

- **Multiple Taxonomies:** Companies have been developing skills taxonomies for the past two decades. These conflicting taxonomies create confusion and make it difficult to improve talent strategies through skills. Different departments have created their own interpretations for what skills mean, and organizations have found it difficult to provide consistency.

- **Employee Participation:** Employees would not typically provide feedback or input to their own skills, and the result was a set of skills that often did not reflect the current workforce. Because employees would have to manually update their profiles, skills were often either outdated or ignored completely.

KEY STRATEGIES

A skills-based talent strategy benefits both the employer and individual, but requires a change in mentality – instead of looking at recruitment and retention in silos, they need to be unified. Most importantly, it provides context to skills by inferring insights about the individual and employer. The approach requires a significant investment from a solution provider to build a skills ontology, invest in talent intelligence, and leverage AI inference so that skills are dynamic and personalized keys to an effective strategy include the following.

- **Use of AI to Provide Context Around Skills:** Skills are not just a word, but have context and meaning.

- **Dynamic Skills Profiles:** Skills are frequently updated.

- **Employee-first Approach to Skills:** Skills benefit individuals as much as the employer. Companies provide deeper insights beyond skills to better understand the qualities of the individual.

TECHNOLOGY ENABLERS: TALENT MARKETPLACE

Based on their ability to support a skills-based TA strategy, talent marketplaces are gaining momentum. A talent marketplace is designed to support skills development. It connects all talent with potential opportunities including internal talent, external talent, gig workers, and contractors. Individuals have visibility into skills and can manage their career paths and development opportunities. Companies can fill positions more efficiently with quality candidates, and employees can find opportunities without involving their manager. And, learning and coaching/mentoring can provide an improved experience all in one platform. A talent marketplace unifies data and experiences using a skills ontology.

THE TRANSFORMATION OF
THE CANDIDATE EXPERIENCE

Despite this commitment to consumer experiences, companies do not put the same emphasis on the candidate experience. According to this study by Aptitude Research:

58%
of applicants who are
screened out never receive
a response

33%
of recruiters are feeling more
burned out in 2022 compared
to prior years

Although the TA experience has improved over the past several years, gaps in the process still create frustration and inefficiencies for both candidates and employers. Companies are more likely to reach business goals if they offer an exceptional experience. Aptitude Research found that companies that delivered positive candidate experiences were:

2x
more likely to improve
NPS scores

3x
more likely to improve
employee retention

2x
more likely to improve
employee performance

TOP CHALLENGES

Every candidate deserves a fair, consistent, and human hiring process. Candidates want to know that they are being considered for a role, and they want to receive feedback on where they stand in the process. Unfortunately, bias and inconsistency run rampant in TA. These shortfalls negatively impact the candidate experience and the overall employer brand. Aptitude Research found that:

- **Sixty-eight percent (68%)** of companies state that they have not made any improvements on the candidate experience in 2022, even though 74% say it was a top priority.
- **Only 22%** of companies have improved candidate trust, a shortfall that can negatively impact customer experience and employer brand.

TECHNOLOGY ENABLERS

Improving the candidate experience is a strategic priority for TA leaders. Companies understand that how they engage with talent impacts their overall business, and they are focused on care and humanity as critical components of that experience. Yet, most recruiters do not have the time to engage with talent in a meaningful and consistent way. Innovations in talent technology are changing the landscape, raising the bar on how organizations treat their applicants, and leading to new practices across all aspects of the pre-hire lifecycle. Areas of innovation include:

RECRUITMENT MARKETING	• Messaging that is genuine and not promotional • Branding that is closely aligned with marketing and communication
SOURCING	• Expand talent pipelines to include alumni, rejected candidates, and internal candidates
SCREENING	• Use video for screening • Communicate safety to candidates • Automate the screening process
ASSESSING	• Use digital assessments • Consider shorter assessments
INTERVIEWING	• Provide candidates and hiring managers with resources to help them prepare for video interviews or virtual interviews • Ensure that both have the right tools to interview remotely • Communicate more frequently
HIRING	• Communicate with candidates who are also rejected • Automate the offer process • Communicate to candidates regarding onsite/remote work policies as they change
ONBOARDING	• Connect new hires to peers • Automate forms • Hold managers accountable for engaging new hires • Communicate with empathy
CANDIDATE CARE	• Use surveys to ask candidates about their safety concerns • Communicate with candidates about safety during the interview, screening, and onboarding processes • Communicate with candidates with empathy and compassion

Companies can help improve the candidate experience through technology by understanding what candidates want. Companies must consider the unique expectations and experiences of candidates. Collecting feedback and documenting strengths and weaknesses in the candidate journey can help companies with a candidate-first approach to automation.

KEY RECOMMENDATIONS

TA functions have had to adjust to new pressures, new requirements, and a new environment. Companies are rethinking how they approach technology to stay more efficient and improve quality. The TA leader will be challenged with providing more solutions for less, being able to adjust quickly to unpredictable demand and to cover a broader range of services.

With a better understanding of what a modern talent acquisition function should include and how the technology landscape can support that function, organizations should consider not only their current needs but their future as well.

Below are a few areas where organizations that want a future-looking talent acquisition strategy that is supported by the right technology should consider:

Focus on Data and Intelligence

When an organization makes an investment in data and intelligence, they are better able to attract, engage and retain talent. Companies should leverage strategies and technology that prioritize analytics.

Invest in a Talent Acquisition Partners

In order to overcome the complexities of TA and improve processes and efficiencies of their TA strategy, organizations need partners that can support everything from attracting to recruiting onboarding talent.

Build a Comprehensive Recruitment Plan

Organizations need a clear understanding of all of the elements included in a high-performing recruitment function. As the workforce changes, companies will need to continue to reevaluate the and adjust the TA model.

IN CONCLUSION

Technology has a distinct influence on the priorities of TA and business leaders. Different innovation trends may impact some areas more than others, but certain trends – the increasing use of predictive analytics, for example – cut across all areas of talent. Others, such as a renewed focus on the human experience, have fueled the development and adoption of new technologies.

In every case, the business priorities, not technology features, ultimately determine the adoption and success of new innovations in today's technology landscape. Those priorities are not new: Improving efficiency, finding candidates, applying data for better decisions, and boosting the experience for everyone involved in the hiring process.

The good news is that while the complexities of today's TA function may seem daunting, they are not unmanageable. Organizations can navigate the complexity with the right strategies, technology, and metrics. Success depends on coordinated planning and objective guidance, whether from a dedicated internal TA technology resource or an external technology expert.

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