

How High-Performing Organizations Compete for Talent

Evolving Strategies for Attracting and Hiring a Complex Workforce

EXECUTIVE SUMMARY

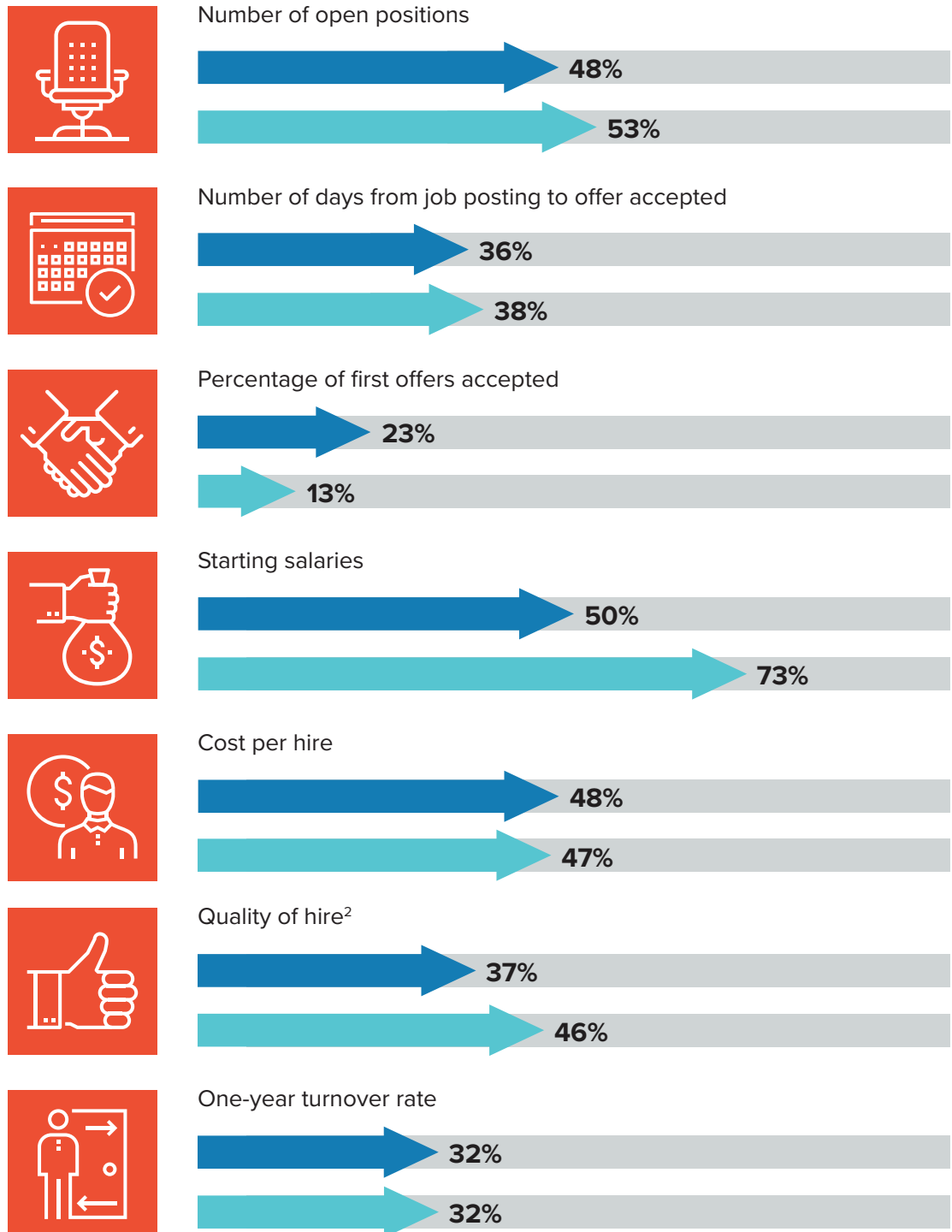
With the lowest U.S. unemployment rate in a decade, people have more choices about where to work and how to spend their time. This leaves human resources (HR) and talent acquisition (TA) professionals with only one option: get better. Better at understanding the type of talent required to meet strategic business objectives; better at attracting and hiring that critical talent; and better at helping organizations evaluate and evolve their acquisition strategies as the workplace and labor market continue to shift.

There is no question that candidates are in the driver's seat today. As more positions are posted, the acquisition process becomes longer and more expensive, and the demands put on HR and recruiting professionals are increasing.

THE CHALLENGES OF A CANDIDATE'S MARKET

Of what you measure, how have the following changed in the past two years? (Percentage Decreased, Stayed the Same, or Increased)

- Percent reporting increases for hourly
- Percent reporting increases for salaried



Human Capital Institute, in partnership with Kronos, studied what high-performing organizations (HPOs) are doing differently to attract and hire the talent they need to remain competitive now and in the future. In a study of over 200 organizations, we learned that HPOs' recruiting strategies differ in these areas:

- ✓ Emphasize the development of strong internal pipelines for talent just as much as external pipelines
- ✓ Are more likely to offer comprehensive total reward packages, developmental opportunities, and flexible work arrangements
- ✓ Have a robust integration of technology solutions that manage workforce complexity
- ✓ Market the employer brand by increasing investments in the talent acquisition process
- ✓ Customize processes for talent segments to effectively and frequently reach different types of candidates

Learn more by accessing the full research report [here](#).

ABOUT THE RESEARCH PARTNERS



Kronos is a leading provider of workforce management and human capital management cloud solutions. Kronos industry-centric workforce applications are purpose-built for businesses, healthcare providers, educational institutions, and government agencies of all sizes. Tens of thousands of organizations—including half of the Fortune 1000®—and more than 40 million people in over 100 countries use Kronos every day. Visit www.kronos.com. Kronos: Workforce Innovation That Works™.



We believe that strategic talent management is the only long-term, sustainable competitive advantage left today, and that most organizations around the world are struggling in this critical area. At our best, we change both paradigms and practices, and enable executives to make better, faster decisions than they could on their own.

HCI seeks to educate, empower, and validate strategic talent management professionals to impact business results through the acquisition of insights, skills and tools that are contextualized through research, practice, expert guidance, peer learning, and self-discovery. Visit HCI.org to learn more.