



**CONCEPTUAL STUDY ON CHALLENGES AND MODERNIZATION IN TALENT  
ATTAINMENT DEVELOPMENT WITH SPECIAL REFERENCE TO IT SECTOR**

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**Abstract** - The standpoint of management towards its employees began to change role & contribution of human resources as a talent pool also become so vital that most of organization started to focus their vision & mission on the people who job in favor of them. The talent acquisition as well as recruiting is undergoing quick interruption. The challenging companies to leverage social networks forcefully market their employment brand and again recruit employees on a daily basis. On the road to be successful in this new environment companies should constantly attract new talent and again recruit the talent that is already in position. Traditional staffing team is being replaced by a strategic talent acquisition function focusing on building an employment brand sourcing people in new places using social media tools creating opportunities for internal candidates and leveraging the huge network of referral relationships within the corporation. The piece of writing focuses on the difference between recruitment and strategic Talent acquisition new ways to access talent Challenges and innovations in challenge acquisition process.

**Keywords:** Talent Acquisition, Challenges, Recruitment and Innovation.

## 1 INTRODUCTION

Over the last decade India has emerged as one of the leading innovation hubs of this century. Much of this growth is attributable to the growth of high technology firms such as information technology bioinformatics and pharmaceutical industries The growing employment rate in the technology sector thus raises implications for organizations and human resource management in general to ensure the recruitment and retention of competent motivated and innovative workforce. Recruitment also had changed innovatively from past till date. Now it is days for Talent Acquisition where Human Resource are seen as assets that is Talents. So when we say asset it needs to be acquired thus leading to a new coined term Talent Acquisition. Today talent especially people with the most desired and in demand skills is scarce. Employees with high demand skills have choices and a company's employment brand is easy to ascertain without even stepping into the office. At the same time the Internet has revolutionized the way people learn about companies and apply for jobs.

The talent acquisition has been around for a long time but is a constantly

evolving practice. As organizations rethink their current recruitment strategies and look to align talent acquisition with business outcomes we identify six areas where organizations are focusing their efforts. These pain points represent a shift towards empowering recruiters with better data and tools to maximize their flexibility and effectiveness:

### 1.1 Sourcing

With a shortage of key skills and increasing competition in a global market uncovering qualified talent is a daunting challenge. Organizations looking to gain a competitive advantage can no longer afford a reactionary approach to sourcing. As a result they are reexamining existing methods in order to broaden their reach and improve efficiencies. Innovation in sourcing technology is helping to drive this change.

### 1.2 Background Screening

Background screening is a critical component of any talent acquisition strategy. Without a standard and efficient approach to compiling and authenticating candidate information organizations will lose quality talent and become vulnerable



to risk and compliance issues. In nowadays highly competitive market HR leaders need to think more strategically about background screening particularly around their technology investments.

### 1.3 Recruitment Process Outsourcing

RPO helps companies create greater efficiencies reduce costs and improve processes during both a strong and weak economy. Historically viewed as a tactical administrative service RPO has evolved into a more strategic endeavor responsible for igniting organizational change and driving business outcomes. This study will look at the maturity of RPO into a transformational business initiative.

### 1.4 Mobile Talent Acquisition

Mobility is redefining nowadays workforce. Employees that have grown accustomed to a simple modern user experience in personal consumer applications now expect the same of business and talent management applications. Recruiting is no exception. Although mobility is omnipresent enterprises should ask themselves how mobile talent acquisition solutions are and should be used in their organization.

### 1.5 Video in Talent Acquisition

Cutting costs improving efficiencies and standardizing processes are just a few of the reasons that organizations are embracing video interviewing tools. When it comes to innovation in talent acquisition video is unquestionably part of the discussion.

### 1.6 The Role of Learning in on boarding

Organizations that extend the on boarding program are integrating on boarding with learning and development functions. Usually organizations have focused on the integration of on boarding with recruiting functions to easily circulate new hire forms and facilitate the hand off between pre hire and post hire stages. Integrating on boarding with learning can improve productivity and engagement.

## 2 LITERATURE REVIEW

**Srivastava and Bhatnagar** in their case study of Motorola in India highlighted the impact of due diligence in talent acquisition which is the most crucial problem faced by the organizations in the present times. The practices which are used innovatively by one company become table's takes soon as they are followed by more or less every organization in the industry. But this is important for the organizations to keep their own goals and culture in mind, based upon which they should design their recruitment strategies. One strategy does not support every organization.

**Philips** in his study states that use of e-recruiting and web functionalities had become collaborative approach in acquiring and managing talent. The online experience of web browser access, interactive interfaces, social networking or collaboration and community are now commonplace with candidates. Today Internet users are old and young male and female skilled and unskilled. The use of the web for recruiting is no longer confined to professional and salaried positions. Increasingly it is also being used for recruiting for hourly jobs.

**Madeline Lauren** in his research felt that Talent acquisition has evolved from a tactical back office process to a strategic endeavor that directly impacts organizational growth. Organizations struggling to identify and attract talent must rethink their current strategies and technology options in order to align with corporate objectives. A detailed survey was conducted with 240 organizations to explore how best practice organizations build result driven talent acquisition programs align goal with business objectives and to leverage world class technology to achieve results.

## 3 TALENT ACQUISITION

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor requirement. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team



within a company is responsible for finding, acquiring, assessing and hiring candidates to fill roles that are required to meet company goals and fill project requirements.

Talent acquisition as a unique function and department is a relatively new development. In many companies, recruiting itself is still an indistinct function of an HR generalist. Within many corporations however recruiting as a designation did not encompass enough of the duties that fell to the corporate recruiter. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting talent pipelining and strategic talent assessment and development.

Talent acquisition is quickly becoming a unique profession, perhaps even distinct from the practice of general recruitment. Talent acquisition professionals are usually skilled not only in sourcing tactics candidate assessment and compliance and hiring standards but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with marketing and PR as well as Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent development. Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and the ongoing development of employees. The employment brand therefore encompasses not only the procurement of human capital but the approach to corporate employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career.

Recruiting professionals often move between agency recruiting and corporate recruitment positions. In most

organizations the recruitment roles are not dissimilar: the recruitment role is responsible for sourcing talent and bringing qualified candidates to the company. However modern talent acquisition is becoming a unique skill set. Because talent acquisition professionals many times also handle post hire talent issues such as employee retention and career progression, the talent acquisition role is quickly becoming a distinct craft. Some recruitment industry advisors even advocate for a talent department unique from the HR department because talent acquisition and development is so intertwined with a company's ultimate success and effectiveness.

### 3.1 Recruitment Is Not Talent Acquisition

The term Talent Acquisition is often used synonymously with Recruiting. However these are two very different things. Recruiting is a subset of TA and includes the activities of sourcing screening or interviewing or assessing or selecting and hiring. In some organizations this extends to the early stages of on boarding, which then becomes a shared responsibility between HR and the hiring manager with support from the learning organization. Talent acquisition includes recruiting but it is inclusive of other strategic elements as follows.

- **Talent Acquisition Planning & Strategy** ensures business alignment examines workforce plans, requires an understanding of the labor markets and looks at global considerations.
- **Workforce Segmentation** requires an understanding of the different workforce segments and positions within these segments as well as the skills competencies and experiences necessary for success.
- **Employment Branding** includes activities that help to uncover articulate and define a company's image organizational culture key differentiators reputation and products and services. Employment branding can help advance the market position of organizations attract quality



candidates and depict what it is truly like to work for that organization.

- **Candidate Audiences** necessitates defining and understanding the audiences in which an organization needs to source for specific roles. Different sourcing strategies should be applied based on the understanding of the jobs and where the audiences will come from to fill them.
- **Candidate Relationship Management** includes building a positive candidate experience managing candidate communities and maintaining relationships for those candidates not selected.
- **Metrics & Analytics** is the continuous tracking and use of key metrics to drive continuous improvement and to make better recruitment decisions to ultimately improve the quality of hire.

Within each of these core elements of Talent acquisition are many other sub activities and best practices. And of course the selection of tools technology and outsourcing partners is a key element of a company's talent acquisition strategy. Recruiting is what many people want to dive into however that is what we call putting the cart before the horse. The elements listed above are necessary for doing recruiting well. To use an analogy the design and implementation of leadership programs is only a piece of a leadership development strategy following an understanding of business goals defining leadership competencies and integrating with other talent management process. In other words a leadership program is to leadership development what recruiting is to talent acquisition. Alone neither will drive their highest value to the business.

### 3.2 Recruitment VS Strategies Talent Acquisition

Recruiting is nothing more than filling open positions. It is an entirely tactical event. Strategic Talent Acquisition takes a long term view of not only filling positions today but using the candidates that come

out of a recruiting campaign as a means to fill similar positions in the future. These future positions may be identifiable today by looking at the succession management plan or by analyzing the history of attrition for certain positions. This makes it easy to predict that specific openings will occur at a pre determined period in time.

In the most enlightened cases of Strategic Talent Acquisition clients will recruit today for positions that do not even exist today but are expected to become available in the future. Taking the long term strategic approach to talent acquisition has a huge impact on how an approach is made to a candidate. If the approach is purely tactical in nature all we ask of the prospective candidate is that are you qualified and interested. However if the approach is more strategic in nature the intent of the call is to go much further and the conversation becomes more relationship building. The candidate has an opportunity to explain her future career aspirations and the recruiter gathers enough information to determine if there is a potential fit in the client organization.

If during a strategic recruiting call the candidate declares that they are both qualified and interested then the tactical nature of the call has been automatically fulfilled. If however the candidate lacks sufficient experience or the timing for a career move is not propitious then they become candidates for the future and all the recruiter has to do is keep in touch until either they become available or a position with the client organization opens up.

This Strategic Talent Acquisition approach has had a major impact on the way we operate and indeed the way in which our clients perceive our ability to help them hire top people. Most of the money spent on Strategic Talent Acquisition would have been spent in a tactical recruiting mandate anyway. The only additional cost is in collecting data on high potential candidates and then keeping in touch with them until a hire is made. The additional cost becomes insignificant compared to the value of hiring top competitive talent over time.



#### **4 DISCOVERING NEW WAYS TO ACCESS TALENT**

Before the explosion of social media and mobile computing nearly 45 percent of job candidates now apply for jobs on mobile devices and companies simply posted openings on the careers page on their website. This is no longer nearly enough. Creative companies are discovering new ways to access talent. They are as follows:

##### **4.1 Treat recruiting like marketing**

Partner with corporate marketing to build an integrated branding and communications strategy that attracts candidates and employees not just customers.

##### **4.2 Go beyond Face book**

Nearly every company uses social networks to post job openings. Innovative companies also leverage social media to build broader more robust talent communities networks of people interested in the company's products or the company itself who might turn into high quality recruits.

##### **4.3 Use big data to extend talent networks**

Organizations can now leverage big data tools from vendors such as LinkedIn Face book and others to identify and source quality candidates around the world. Leverage new scientific assessments and big data tools to locate and assess high quality candidates who fit the style and type of workers needed. Apply talent analytics to identify the company's top sources of talent understand effective interviewing techniques and determine goodness of fit to improve the quality and efficiency of hiring.

##### **4.4 Maintain an active and deep candidate bench**

Use candidate relationship management to cultivate prospects and keep people engaged throughout their careers turning them from passive to active candidates.

#### **5 STRATEGIC TALENT ACQUISITION**

Effective recruitment strategies are a pivotal aspect of procuring and retaining

high quality talent to contribute to organization's success. The job market is becoming progressively more competitive and skill sets continue to grow more diverse. Given this environment recruiters are required to be more selective in their candidate picks since underperforming recruitment measures can have a long term negative impact on an organization. Here are a few strategic recruitment challenges.

##### **1. Retention**

As more employees become comfortable shifting away from security needs and toward more exciting job opportunities attrition will increase. This increase in attrition will create many new sudden openings which will put an added strain on already stressed recruiting systems. In order to help reduce future turnover the potential for attrition will have to be included in the assessment criteria for all short listed candidates.

##### **2. Speed**

Over the last few years in many cases recruiters could take their time and still land top candidates. As the pace of change in business and the competition for talent increases firms will have no choice but to revisit speed of hire approaches and tools in order to land candidates that are in high demand

##### **3. Prioritization**

The increased hiring volume coupled with the inevitable lag in being provided with additional budget resources will require most firms to prioritize their job roles. Recruiters might then allocate their resources toward filling revenue generating and other high business impact positions.

##### **4. Workforce Planning**

As continuous business volatility in world becomes the new normal executives will increase their demand for data driven workforce planning. Unfortunately, most talent functions simply do not currently have staff with the capability to conduct sophisticated workforce forecasting and planning.



### 5. Re engineering Campus Recruitment

The demand for college talent in key majors will continue to increase dramatically. Unfortunately corporate campus recruiting budgets and processes has been mostly stagnant over the last few years even though colleges themselves and the expectations of their students have changed dramatically. A reengineered campus recruiting model must move beyond a focus on career centers and increase its capabilities in the areas of global campus recruiting remote campus recruiting recruiting students from online universities recruiting passive students and the use of market research to completely understand the job search process and the expectations of this new generation of graduates.

### 6. The shortage of top recruiters

As recruiting ramps up, firms will begin to realize that there is a significant shortage of talented and currently up to date recruiters. After poaching from the rapidly shrinking executive search world leaders will begin bidding over top corporate recruiters. A lack of quality internal and external recruiter training capability will make the recruiter shortage even worse.

### 7. Large firms Vs Startups

The recent lavish funding and the economic success of numerous startups will continue to make them attractive to innovators and top talent. Unfortunately few major corporations have a market research driven strategy or a set of tools that allows them to successfully recruit against startups for these valuable prospects with a startup mindset.

**Organizations and Human Resources will have to overcome these challenges to find the perfect fit. Poor hiring choices historically have an adverse effect on the organization. It proves to be more expensive to recruit hire and train multiple people for the same position due to turnover than it is to maintain a single competent staff member over the long term.**

## 6 INNOVATIONS IN TALENT ACQUISITION PROCESS

The following are the new and more effective ways to refine the talent acquisition process to drive greater returns on your recruiting investments through innovations

### 6.1 Sourcing

A powerful combination of traditional sourcing methods with innovative tools and techniques that focuses on relationships to deliver hires ready talent.

### 6.2 Mobile enabled Assessments

Customized prescreening protocols to measure and predict competencies job fit and cultural alignment with the convenience of mobile accessibility to enhance candidate experience and speed client results.

### 6.3 Digital Interview Platform

On demand recorded and face to face interviews without geographic limitation offering convenience cost efficiency and more positive experiences for hiring managers and candidates.

### 6.4 Recruitment Management Tool

A proprietary tool that tracks every aspect of the recruitment process in real time offering total transparency to hiring managers through instant dashboard views of all activities.

### 6.5 Recruiter Toolkit

A unique document repository and on demand learning platform that integrates training or process as well as compliance and governance in a single online tool.

## 7 FUTURE OF TALENT ACQUISITION IN INDIA

Social networking website LinkedIn had conducted a detailed research on Talent Acquisition practices and published it on their website. LinkedIn has conducted its 3rd Annual Global Recruiting Trends survey in 19 countries including India. They have surveyed over 3300 talent acquisition leaders to capture their thoughts on what keeps them up at night, hiring and budget trends and key sources for high quality hires. They have distilled all this and more into 5 key trends that



are shaping the future of Talent Acquisition in India.

- Social professional networks are increasingly impacting quality of hire.
- Employer branding is both a competitive threat and a competitive advantage.
- Data is used to make better hiring and branding decisions.
- Companies are investing in hiring internally to stop top talent from walking out the door.
- Companies are figuring out the mobile recruiting terrain.

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## 8 CONCLUSIONS

Talent Acquisition has emerged with lot many innovative changes and World is getting ready for the Talent Hunt with all its new innovative strategies in Global perspective. But in developing country like India there is a huge potential seen with us to become the global hub for talent and our talents are being easily attracted globally for various reasons. But it becomes necessary for us to acquire the potential talent and retain them with us so that we can grow even faster than the present growth rate. Like other countries, Organizations in India also need to concentrate on Talent Acquisition and start strategizing their existing model of Acquisition. This would help the companies to compete globally.

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