



the talent navigator:
unleash your total workforce
to win a competitive advantage.

what does it mean to unleash talent?

When we first surveyed C-suite and human capital leaders in the inaugural [Talent Trends](#) research in 2016, a slight majority (57%) said their talent strategy goal was to make a measurable impact on business performance. The rest, it seemed, still viewed talent acquisition as very transactional. Their talent strategies were not considered integral to business growth.

Fast-forward to our 2019 research: 83% of talent leaders now feel their mission is to create that business impact. Talent in today's highly competitive environment is clearly recognized as a business differentiator, and the winners will emerge with the right resources at the right time in an increasingly complex, digital business world.

This evolving sentiment tells me that my peers in human capital leadership roles are in a strong position to drive their organizations forward. They understand the tremendous competitive pressure that business leaders face. One way to put them at ease is to build a workforce shaped by insights and enabled by technology.

But is this really possible in a time of growing complexity and talent scarcity?



Cindy Keaveney
chief people officer
Randstad Sourceright

In your role, you've become quite adept at reading market and human resources trends, business indicators, and current and emerging challenges. That's why the C-suite is looking to you for guidance and a course of action. But it's not enough to serve in an advisory role. To continue to increase the value you bring to the executive team and organization, you will need to prioritize building your workforce for the future. That workforce will need to be empowered with agility and digital fluency. With an agile talent strategy in place, you can unleash the full potential of your talent and drive organizational performance.

Until recently, employers faced all kinds of constraints imposed by conventional views of human capital, siloed approaches to talent, limited views when it came to supply and demand, and fear of upsetting the status quo. Now more than ever, it's time to be bold — to shake things up.

Do this by adopting a truly holistic talent model. Create an approach to learning and development that continually upskills your workforce and inspires curiosity. Nurture lasting relationships with all types of talent, including permanent and contingent job seekers. Add them to your talent communities, so you have access to resources on demand. Empower your people with a suite of innovative tools that doesn't take away their jobs but helps them create greater value for the organization. Help increase workforce diversity that will ultimately improve revenue and profits. In other words, don't stick to the status quo.

Consider using data to discover insights on how your talent strategy is performing. Armed with that intelligence, create a plan to future-proof your workforce. Use technology to accelerate the sourcing, engagement and onboarding of the talent that can lead your organization to change and transformation.

According to our Talent Trends research, which surveyed more than 800 human capital and C-suite leaders in 17 countries, some leaders see opportunities to make relevant changes and have already launched initiatives. Some eye-opening findings include:

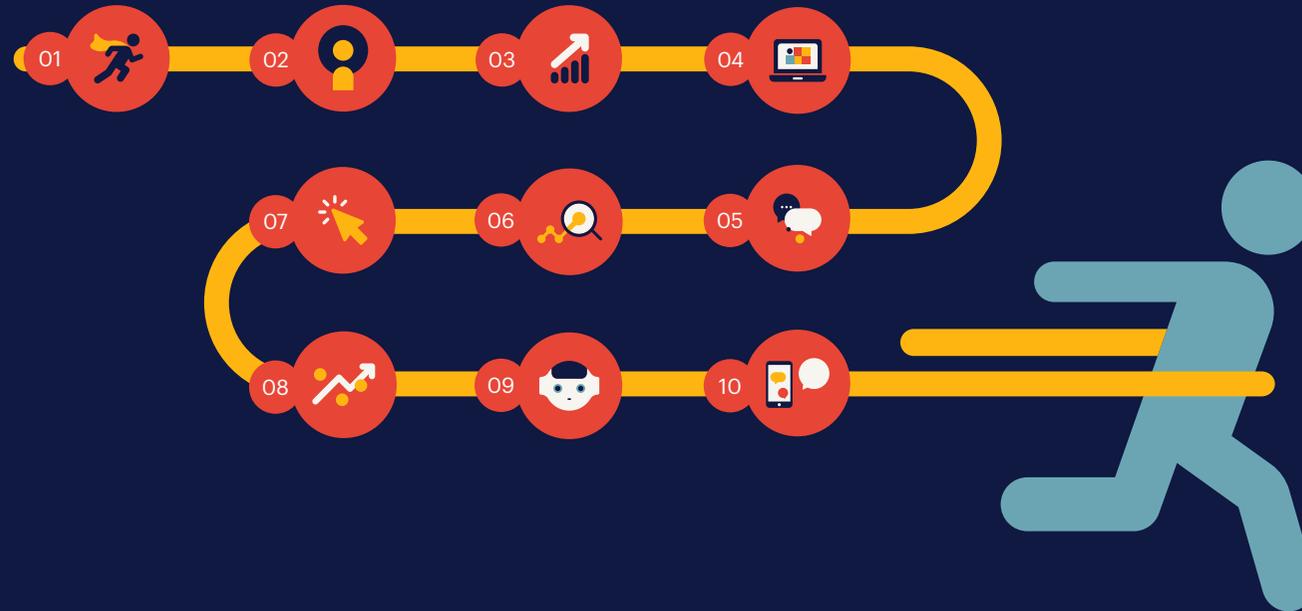
- **76%** of companies that haven't yet adopted a total talent approach plan to do so in the next 12 months.
- **45%** of companies are conducting diversity training to minimize unconscious bias and enhance inclusion in the workplace.
- **72%** are investing in people analytics to help them better acquire and manage talent, while eliminating inefficiencies and unnecessary costs.

There are many ways to navigate growing complexities while transforming your organization's talent function. We believe the 10 HR and workforce trends highlighted in this year's research will provide the most meaningful insights and sustainable tips to help you get there. I wish you the best as you drive your talent strategy and realize the full potential of your workforce.

Cindy Keaveney
chief people officer
Randstad Sourceright



what are 2019's top 10 talent trends?



01. companies hire for the work, not the job

02. access to niche skills will determine the winners of the 2020s

03. employers end the talent scarcity crisis with talent communities

04. HR tech and analytics enable workforce diversity & inclusion

05. short-term relationships with talent will hold employers back

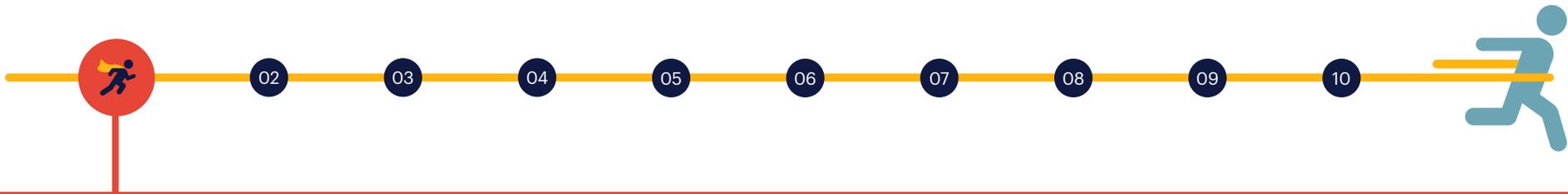
06. talent insights elevate the role of CHRO to be the CEO's right-hand advisor

07. HR goes on a tech buying spree to get better access to talent

08. next-gen talent analytics create even greater expectations for HR

09. robots fill chronic job vacancies

10. the tech-savvy consumer expects the same experience from their employer



01 companies hire for the work, not the job.

is your organization ready to embrace a holistic talent acquisition approach?

Organizations have struggled with procuring the right talent for some years, and with the skills gap widening rather than shrinking, it's time to adopt a new approach. A [total talent model](#), the complete integration of the management of permanent hires and the contingent workforce by HR and procurement in a single, unified talent acquisition approach, allows companies to deploy just the right resources to any business. And because companies aren't held back by traditional talent silos, access to skills is exponentially expanded. A holistic talent acquisition strategy not only considers human capital but also robotics and automation, to ensure business leaders have the exact resources they need.

Why is this important? In a time of growing talent scarcity, you need to focus on creating an agile workforce that can fulfill the ambition of executive leaders. A holistic model helps you to align talent strategy with business strategy so that you can anticipate and deliver the exact resources when they are needed. This is the true definition of talent agility, and it's how work will be done in the future.

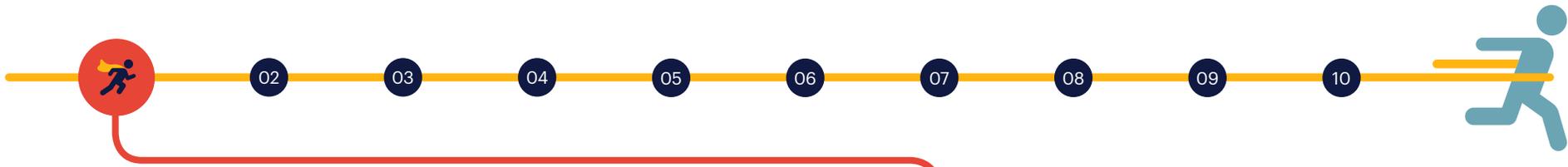
From our 2019 [Talent Trends](#) research, it's clear that most C-suite and human capital leaders agree and are either investing or planning to invest in a total talent acquisition model. Among those who already have a total talent model in place, 98% are either extremely or very satisfied.

Nearly half (48%) say this model has helped their organization improve its employer brand — most likely due to the model's talent-centric philosophy. Nearly as many (42%) say an integrated talent approach has brought strategic planning into the HR function and that they are building for the future.

Among organizations that have not yet implemented a holistic talent strategy, only 4% say they are not familiar with the concept. Three-quarters (76%) plan to implement it in their organization in the next 12 months, affirming its broad appeal.

  Among those who already have a total talent model in place, 98% are either extremely or very satisfied.

Talent scarcity is a problem most organizations face today, and without a strategy to remedy this growing problem, human capital leaders risk letting competitors gain a business advantage. According to the [European Central Bank](#), employment has grown by 9.5 million in the European Union, and unemployment fell to 6.7% for its 28 countries in October of 2018, the lowest level since tracking began in 2000. In the U.S., unemployment is at [3.9%](#) as of December 2018. And in countries such as Japan and Singapore, the jobless are almost nonexistent, with rates hovering around 2%.



With unemployment at historic lows and digital fluency in high demand, competition for talent has been steadily rising over the past decade. As a result, finding workers to fill roles in engineering, software development, nursing, program management and recruitment, for example, has been especially difficult for many companies. Adding complexity, millions of workers have chosen to participate as independent talent instead of traditional permanent employees. Adopting a total talent acquisition model is an efficient and cost-effective approach to addressing scarcity because the hiring organization can consider all work arrangements, including permanent, temporary, freelance, statement of work (SOW) and independent contractor talent.

How does a holistic model achieve this? A traditional approach forces hiring managers to choose either permanent or contingent talent for their roles, but this can mean delays and inefficiency due to lack of qualified candidates and over- or under-resourcing. A total talent model deploys just the right combination of permanent and contingent talent based on a consultative approach involving the hiring manager, a talent advisor and data-driven insights. Giving hiring managers and business leaders a broader selection of talent means the work is done as quickly and effectively as possible.



42% say an integrated talent approach has brought strategic planning into the HR function and that they are building for the future.

[Staffing Industry Analysts](#) contends that a total talent model can be a competitive differentiator when well implemented. This is especially true for employers that place a strong emphasis on talent quality.



3 critical questions to consider:

- Does our organization have a clear view of how we use talent?
- Do procurement and HR/talent leaders share common goals?
- Can we clearly articulate how our talent acquisition model delivers quantifiable business impact?



5 ways to realize your vision for a total talent model:

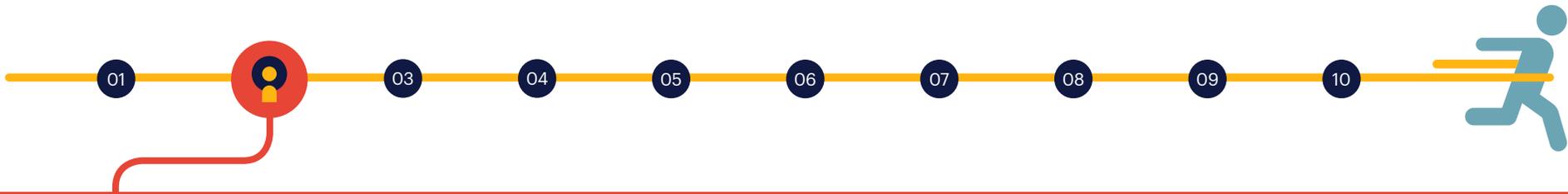
- Build a clear business case that maps out the value for all stakeholders.
- Win buy-in early to gain maximum program participation.
- Establish a baseline around key metrics to quantify gains.
- Measure and analyze key data points to get meaningful insights.
- Remember it's a journey; always seek ways to evolve your total talent model.



The barriers between type of talent — and between procurement and HR — are artificial. It's time to take the lead in breaking them down. Although a total talent model can be challenging to implement, the rewards far outweigh the effort. For just about every organization that has embarked on this journey, the company's talent and business leaders have greater confidence in their ability to deliver the talent needed to execute on strategy.



Rebecca Henderson
chief executive officer
Randstad Sourceright



02 access to niche skills will determine the winners of the 2020s.

is your workforce ready for the future?

Cryptocurrency miners. Chatbot dialogue writers. VR cinematographers. Commercial drone pilots. If you'd mentioned these job titles 10 years ago, most HR leaders would have been puzzled. Today, these job titles are becoming mainstream, and finding qualified talent to fill these roles has turned into one of the biggest challenges for organizations around the world. With various estimates suggesting the majority of jobs in the next decade have yet to be invented, are you prepared to support your company's human capital needs of today — and tomorrow?

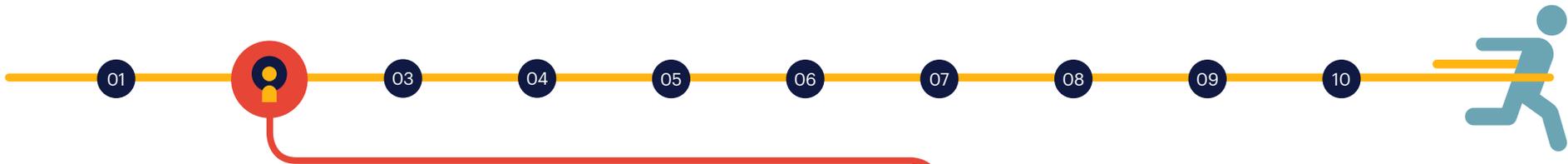


80% say their talent acquisition strategy is more about total value creation for the company than achieving cost savings.

According to [one report](#) published by computer giant Dell Technologies and the Institute For The Future (IFFF), 85% of jobs that will exist in 2030 haven't been invented yet. Whether you agree with this prediction or not, the fact is many jobs in today's economy didn't exist a decade ago. And every day it seems more are being added, such as [algorithm bias auditor](#) or [E-sport arena builder](#). As digitalization accelerates and technology becomes even more embedded into everyone's lives, expect demand for niche skills to grow.

Finding qualified talent to fill jobs that haven't been invented yet might seem like an impossible challenge, but as a human capital leader, it's one of the skills you must have to propel your company forward. In fact, workforce planning is viewed as an important service that talent leaders deliver to the business, according to our 2019 [Talent Trends](#) research. More than two-thirds (80%) say their talent acquisition strategy is more about total value creation for the company than achieving cost savings. And nearly half (57%) say they are investing more in talent pipelines and succession planning.

For many employers, there is a sense of urgency to continue digital transformation. According to [IDG](#), only 38% of traditional enterprises (founded 50 years ago) have a digital strategy in place. Companies in all sectors — including manufacturers, media conglomerates and even farmers — have had to acquire new skills. They are now developing smart appliances, curating an ever-growing universe of information and navigating harvesting equipment with pinpoint precision. As their businesses adopt new processes and technologies, acquiring the specialized skill sets they need will become paramount.



But how can businesses whose missions are undergoing tremendous change anticipate all the different skills needed to be agile and innovative? It may seem difficult, but it's not impossible. Many of today's jobs that are on the cutting-edge of technology provide a glimpse of what's to come. For instance, data scientists and artificial intelligence (AI) developers are increasingly critical to nearly every workforce, and the evolution of their roles will accelerate. When the leap from [narrow AI to general AI](#) occurs, demand for these skills will explode as machines learn to adapt and multitask like human beings. This will require a completely new set of engineering skills to drive mainstream applications.



57% say they are increasing budgets for talent pipelines and succession planning.

Similarly, data scientists hold the key to unlocking powerful insights about everything from company operations to global warming to genome sequencing. The field of talent analytics — an area in which talent leaders are investing heavily — can reveal a lot about your workforce and how to optimize it. Data will be central to many growing fields of study and future commercialization in sectors such as life sciences, IT and technology, and e-commerce. Specifically, disciplines such as computational social science, cognitive economics and quantitative biology are [all areas that will require niche talent](#) to advance research and commercialization.

As organizations evolve in a hyperconnected and increasingly digital world, they must be able to efficiently find and deploy niche talent who can advance their business for the foreseeable future and beyond.



3 critical questions to consider:

- Do we have a clear skills roadmap for the business ahead?
- What are we doing today to create a pipeline to these skills?
- How can we position our brand to become an employer of choice for new talent?



5 ways to acquire tomorrow's niche skills:

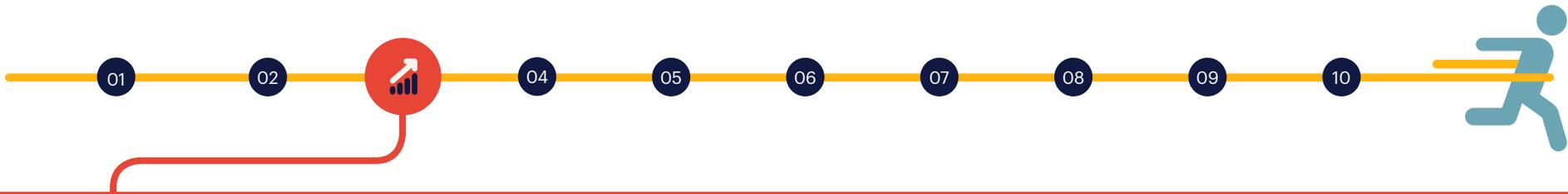
- Consult business leaders for their vision.
- Ask internal subject matter experts for their outlook.
- Ensure your learning and development strategy addresses future skills.
- Enhance your graduate recruitment to find specialists.
- Collaborate with universities to develop niche programs.



If your organization is not able to attract, develop and retain new skills, your business will almost certainly be disrupted. Whether through data insights, research or customer engagement, human capital leaders are in the driver's seat to deliver these skills and accelerate growth and market share.



Michael Smith
managing director, EMEA
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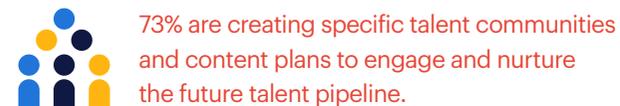
03 employers end the talent scarcity crisis with talent communities.

how can you build a resourceful talent community?

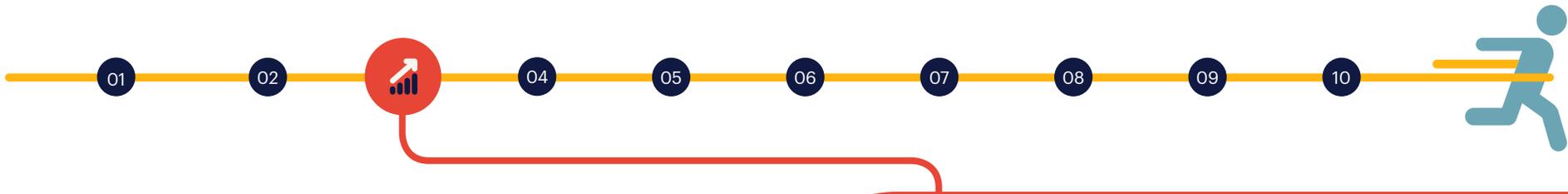
As organizations increase their use of independent and other flexible talent, building and sourcing from both private and public talent communities will become a priority. These communities can include individuals who are seeking either permanent or contingent work, and enable employers to curate and nurture skilled workers who have expressed interest in their organizations or with whom they already have an existing relationship. This means faster access and lower talent acquisition costs over time and creating the kind of agility all businesses seek, without compromising talent quality. So if you haven't explored building your own talent communities, why are you still waiting?

Talent communities have been around for years, but recently their numbers have risen as employers face a mounting talent scarcity crisis, and as businesses and their clients expect workforces to scale quickly to demand. Many talent leaders realize they can overcome long-term scarcity challenges by pre-qualifying skilled talent and nurturing [silver medalists](#) within these communities. Both private and open communities provide highly engaged individuals and serve as a rich source of just-in-time talent, as one talent leader writes in [Recruiting Daily](#). A private talent community can also help companies reduce their acquisition costs and is sustainable long term.

When we asked C-suite and human capital leaders what market forces in 2019 will have as much (if not more) influence on their businesses, talent scarcity was among the top replies. Seventy-six percent (76%) cite this as a chronic concern. To remedy talent scarcity, 73% say they are creating specific talent communities and content plans to engage and nurture the future talent pipeline. This is markedly higher than the year before at 62%. A majority see technology as an enabler for talent communities, with 54% wanting to completely or mostly automate management of these pools.



More than ever, engagement with active and passive candidates is critical to recruitment success. With more choices when it comes to employment, many job seekers are looking beyond pay as the determining factor in their choice of employers. That's why talent communities are so effective; they help cultivate a following. And when a role needs to be filled, an employer knows where to find qualified, engaged and interested candidates.



Talent communities are one of the most effective ways to not only source and engage talent but also strengthen a company’s employer brand. Communities may be an especially resonant way to reach younger workers. According to [Human Resource Executive Magazine](#), one 2018 study found that 1 in 3 graduates and students who had accepted a job had joined a talent community. In fact, workers 22 years old and younger were 27% more likely to join a company’s talent community than their older counterparts.

Companies also realize an opportunity to directly source contingent talent, such as freelancers, through talent communities. Talent leaders can build a pipeline of workers who are pre-qualified or may have been passed over for permanent vacancies but are open to project-based work.



54% want to completely or mostly automate management of candidate engagement and talent communities.

Beyond creating your own private talent community, which can be time and labor intensive to curate, you can also take advantage of existing open communities. Depending on the role and your industry, there are numerous forums dedicated to specific skill sets or sectors (for example, [Stack Overflow](#) or [IEEE](#)). Curating talent from open communities can also require investment of time and resources, but it can prove to be highly effective when looking for specific kinds of talent.

As the competition for talent grows, talent communities are clearly an effective way to achieve a competitive recruiting advantage. And with the help of innovative [technologies](#) to support your efforts, you have more reasons than ever to develop your own.



3 critical questions to consider:

- What sources of talent can we compliantly use to build our talent communities?
- Does our talent acquisition process constantly engage with silver medalists and other qualified candidates?
- What technologies do we need to manage talent communities?



5 ways to set your talent community up for success:

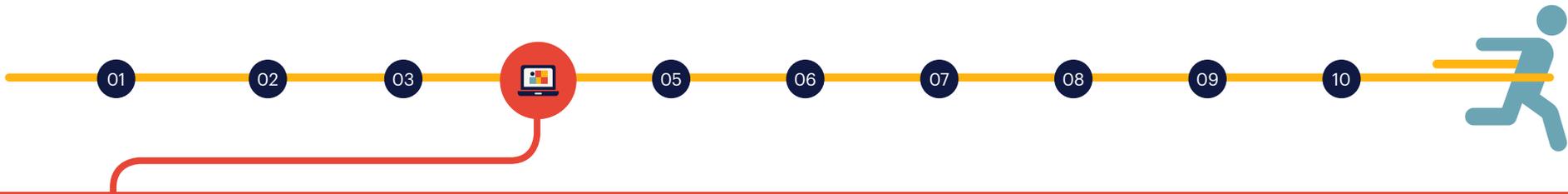
- Solicit candidates about their interest in other jobs and/or work arrangements.
- Develop effective strategies for attracting both permanent and flexible talent.
- Keep prospective hires interested with regular communication.
- Invest in a strong referral process.
- Develop content marketing plans that engage talent with personalized communications.



The challenge of delivering resources that the business needs will intensify as scarcity grows. Talent communities are one way to ensure you can fulfill those mandates. You might fall behind to competitors if you don’t formalize your talent communities, so it’s important to consider your strategy for building a robust and sustainable pipeline.



Martin Thomas
head of total workforce management
Philips



04 HR tech and analytics enable workforce diversity & inclusion.

how can your organization benefit from today's innovation to promote workforce diversity?

Unconscious bias is present in every step of a recruitment process, so how can companies that seek to promote greater workforce diversity overcome these institutional barriers? The proliferation of technological tools is helping companies minimize bias and promote a culture of inclusion. By blinding CV information, creating job descriptions that attract diverse applicants, and seeking out talent pools with a higher percentage of female and minority workers, for example, the solutions are helping employers reach and hire a broader spectrum of qualified candidates.

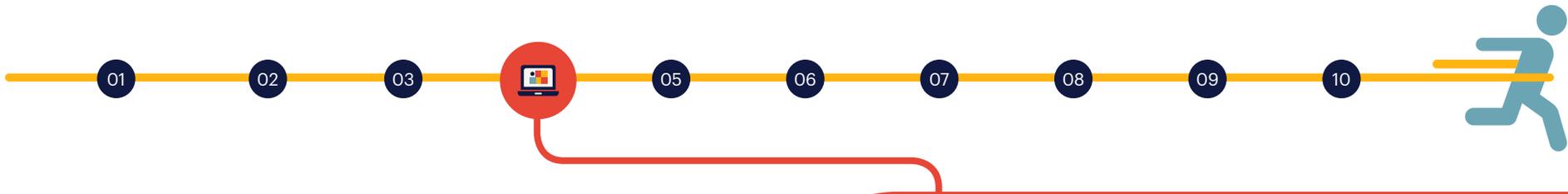
 76% of employers say they have a diversity and inclusion strategy in place.

There is no question that a diverse workforce can drive better results. [McKinsey](#), among other organizations, has found that companies that have greater ethnic and gender diversity tend to report better financial performance. Not only do they enjoy a wider representation of views and ideas, but these businesses also employ a workforce more representative of their customer base, resulting in stronger revenues and brand loyalty.

While many companies strive to ensure they have a diversity and inclusion policy in place — and our 2019 [Talent Trends](#) research finds that 76% currently do — it doesn't preclude the presence of unconscious bias in their recruitment processes and company culture. For example, according to [Forbes](#), one Yale University study found that male and female scientists who received training on how to be objective were still more likely to hire and pay men more than women.

It's a problem that hasn't gone unnoticed. Our survey of human capital and C-suite leaders uncovers that 45% of organizations say they conduct diversity training to minimize unconscious bias. More than one-third (37%) are using AI, big data and machine learning to reduce bias. About one-third (34%) also use the same methods to help source and attract diverse candidates.

One company turning to the power of data and technology is Vodafone. In 2017, Vodafone launched what it called the [world's largest recruitment program](#) for women on career breaks. Designed to encourage female talent to return to the workplace after taking time off due to caretaking or other reasons, the research also sought to learn why women were not being hired for tech roles. Examining its recruitment data, the organization found that many qualified female candidates were rejected, according to the [Financial Times](#). As a result, the company piloted a program that gender blinds CVs to increase the hiring of women.



Blinding CVs, sourcing from diverse talent communities and using data to detect bias in the recruitment process are just some of the ways technology is playing a role in reducing unconscious bias. While employers can't totally eliminate all bias — processes can be skewed to favor certain profiles and hiring managers may have preconceptions despite bias training — there are more tools available today to overcome some of these challenges.



More than one-third (37%) use AI, big data and machine learning to reduce bias.

For instance, at the 2018 HR Technology Conference & Expo, the top prizes at its first-ever [Pitchfest competition](#) went to solutions aimed at enhancing diversity. The top prize was awarded to [Blendoor](#), a company that uses augmented intelligence and people analytics to reduce unconscious bias in hiring. [TalVista](#), which provides job description optimization and redacted resume reviewing, took the diversity prize. Other tools such as the [Montage](#) video interviewing platform can transcribe a candidate's video and deliver an anonymous transcription to hiring managers for screening before they even see the candidate.

The list of technologies that can help employers reduce unconscious bias is growing because companies know the value of a diverse workforce. With plenty of evidence showing this is good for business, you can expect greater development of tools to help them achieve these goals.



3 critical questions to consider:

- Does the makeup of our workforce reflect the community and market our business serves?
- Can we identify parts of our recruitment process that may introduce unconscious bias to decision-making?
- Are we measuring metrics that affect the attraction and hiring of diverse talent?



5 ways to engage and hire diverse candidates:

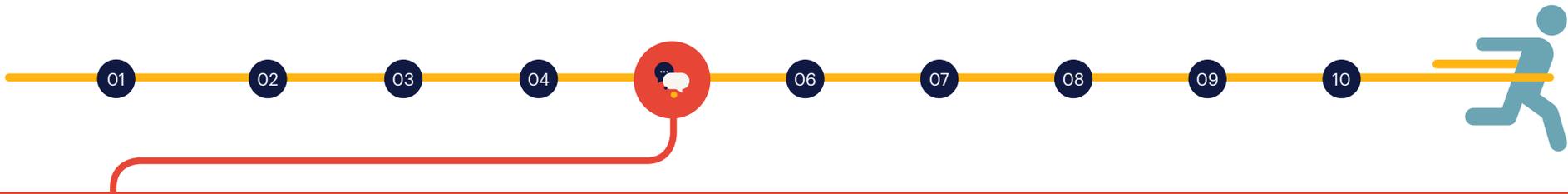
- Train recruiters and hiring managers to help ensure candidates are treated fairly and considered equally.
- Collaborate with community organizations to identify channels for reaching diverse workers.
- Invest in tools that help identify and eliminate biases in your recruitment process.
- Survey candidates at all stages to assess the fairness of your hiring journey.
- There is no diversity without inclusion; consider how to make diverse talent feel welcome, respected and valued.



Over time, most employers have made great strides in attracting diverse candidates and building a culture of inclusion, but we know more work is needed to overcome unconscious bias. The proliferation of technology and training to help drive this effort will lead to more diverse representation across your entire workforce.



Audra Jenkins
chief diversity and inclusion officer
Randstad USA



05 short-term relationships with talent will hold employers back.

does your business nurture lasting talent relationships?

Organizations used to have short-lived relationships with job applicants, but in a competitive talent market, they cannot afford to view candidates as disposable. Just as companies hope to build talent communities that will supply them with available workers when the need arises, job seekers want a sense of trust and a continuing relationship with these employers. To achieve this, employers and recruiters will need to maintain an ongoing dialogue with active and passive candidates to keep them engaged and informed about career opportunities now and in the future.



58% of talent who had a positive candidate experience would recommend the employers to others.

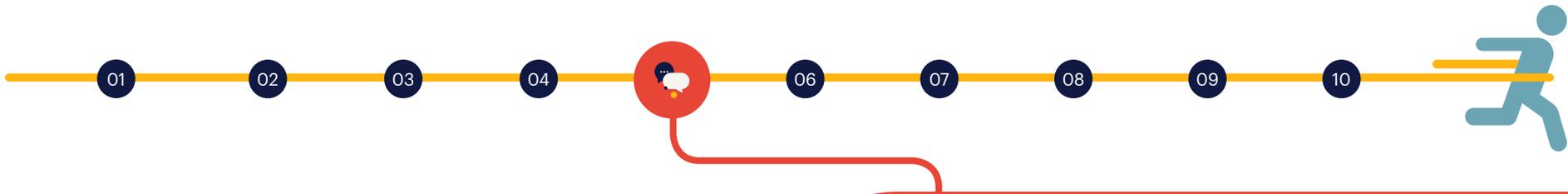
The nurturing shouldn't end when a candidate is hired or passed over. To keep workforce retention high, employers are increasingly investing in a better talent experience. A strong candidate journey should continue into the workplace, where an engaged employee leads to greater productivity and business outcomes. And when talent does leave the organization, they may carry and share the goodwill and positive experience they have enjoyed during their tenure. By maintaining a relationship with workers throughout their careers, employers can realize all sorts of benefits.

Candidates passed over for a job can still be an asset because their experience will be amplified through their network. Our 2019 [Talent Trends](#) research also surveyed 1,700 professionals in 17 countries on their views. The research reveals that 58% of those who had a positive candidate experience would recommend the employers to others, while 39% would share it on social media and 35% would follow the company on social media. Even more importantly, 41% say they would reapply with the same company, and 1 in 5 are more likely to buy products and services from the employer. Clearly, the value of maintaining a long-term relationship with talent can have a significant business impact.

According to [Deloitte](#), some companies are investing in a new kind of career development for their workers in which experiences, rather than conventional learning and development, shape the careers and relationships of workers. This has provided skills fluidity: talent doesn't stagnate in a particular type of role and has the opportunity to seek out more engaging roles aligned with their overall career goals. Some companies, such as energy giant Shell, are doing this with graduates and younger workers, using technologies talent may already be familiar with.



38% are attracted to companies with a good brand reputation — the leading factor in their decision to explore career opportunities with an employer.



This type of work flexibility is one way to strengthen a company’s relationship with talent, but to reach a broader audience and sustain its goodwill, an organization still needs to focus on the essentials around the candidate experience and employer brand. In fact, 38% of workers we surveyed said they are attracted to companies with a good brand reputation — the leading factor in their decision to explore career opportunities with an employer.

Companies that consider creative ways to engage talent are more likely to develop lasting positive relationships with them. For instance, PwC recently launched an app called Digital Fitness, which is intended to assess training that candidates and workers need to become more digitally fluent. Rod Adams, PwC’s U.S. talent acquisition leader, shared insight on [LinkedIn](#). He says the app was developed, in part, because the company wants “future candidates to be excited about the resources we’re providing our people.” This is just one example of how a company’s technology capabilities can be used to sway candidate perceptions of its employer brand.

Finally, employers that focus on alumni relationships also gain from having more brand ambassadors promote the business. It also leaves the door open for them to return as boomerang employees in the future. According to the [Society for Human Resource Management \(SHRM\)](#), more than 20% of workers change roles every year, and alumni programs can serve as a rich source of passive candidates.

Although maintaining a long-term relationship with talent can require significant investment, the benefits are clear and the impact is lasting. Keeping candidates engaged, workers productive and the employer brand top of mind will go a long way to building a robust talent pipeline.



3 critical questions to consider:

- Does our organization actively promote our employer brand to candidates long after they have moved on in their careers?
- Do we maintain regular communication with current, former and prospective hires?
- Do we have access to technologies that can support ongoing relationships with qualified talent?



5 ways to ensure a great talent experience:

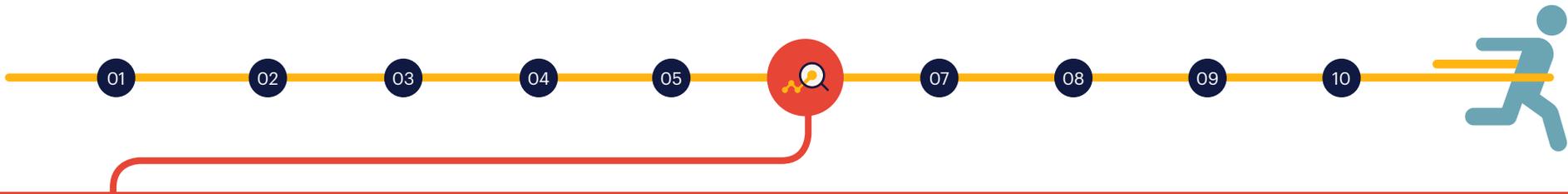
- Audit your talent experience for both successful and passed-over candidates, as well as employees and contingent workers.
- Create buzz about your organization as an employer of choice with targeted recruitment marketing campaigns.
- Regularly update your talent community or publish a newsletter to keep job seekers informed about opportunities at your business.
- Treat all candidates as customers because they may one day be a needed resource or may indeed become a customer.
- Encourage all applicants to become ambassadors for your employer brand.



Developing strong relationships with talent is a necessity for any talent-centric organization. Whether a company is seeking to build a talent community, increase workplace engagement or create brand ambassadors from alumni, relationship building is key to success.



Anthea Collier
managing director, Asia Pacific
Randstad Sourceright



06 talent insights elevate the role of CHRO to be the CEO's right-hand advisor.

how can you deliver greater value to your organization?

How can talent leaders become truly strategic to their organizations? It's not enough to be great at workforce planning. What will really help business leaders execute on their vision is having deep market data on which skills are available in the geographies targeted for growth. The HR industry is currently undertaking a significant initiative to capture critical supply-and-demand data. Seeing the value of such information, employers are ramping up investments in this area to align their goals with available resources.

Imagine planning a delicious dinner. You have the dishes in mind and a list of ingredients to buy, but when you get to the market, many items are unavailable or incredibly costly. This is the state of today's workforce planning. Numerous organizations have world-class planning capabilities and succession forecasts in place, but when it's time to fill roles, they have little to no knowledge of the availability and market rates of skills. It's one reason why so many companies struggle with talent scarcity. Wouldn't their efforts be more effective if they had access to comprehensive supply data to guide their planning?

In an increasingly data-driven world of work, organizations have been implementing greater analytics capabilities to gain insights into how they are leveraging permanent and contingent talent, the costs involved, and the deficiencies in their talent acquisition process.

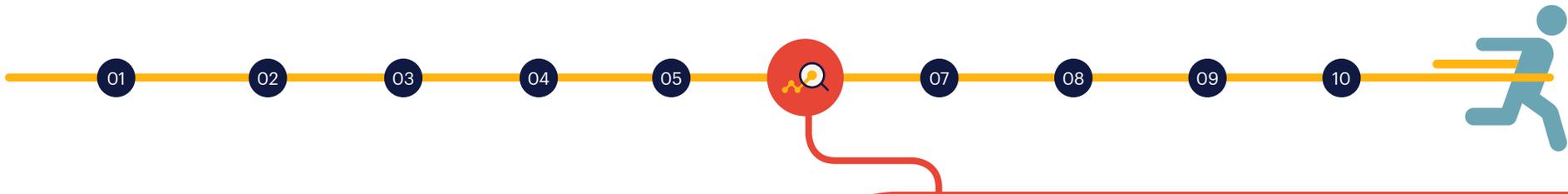
This information has been instrumental in helping companies achieve greater workforce transparency and compliance. More importantly, it's helping the business with its strategic planning.

In our 2019 [Talent Trends](#) survey of human capital leaders, most (83%) say the goal of their talent strategy is to have a measurable impact on the business. In fact, over the past three years, respondents have increasingly viewed talent as critical to business execution, with just 57% agreeing with this view in 2016. This trend is reflected in how they define their talent acquisition strategy: to create overall value for their company. Only 52% believed this was the case in 2016, but 80% now embrace this view.



83% say the goal of their talent strategy is to have a measurable impact on the business.

Real-time data on the availability and costs of talent can help talent leaders achieve these goals. For instance, Forbes recently reported that a shortage of blue collar workers will force U.S. companies to consider [relocating facilities](#) where the labor pool is more abundant. More than ever, these organizations need insights on the supply of mechanics, truck drivers and other hourly workers.



In China, manufacturers are struggling to find workers. With China's workforce shrinking since 2011, and with candidates having more choices in employment, many companies lack insights on the available supply and real costs of talent.

Market intelligence is also imperative for businesses facing uncertainty. For example, U.K. employers are [reporting growing talent scarcity](#) due to Brexit. Surveys already show a significant drop in the number of expat talent moving to Britain to seek work. Without accurate data to help find an alternative supply, employers will likely face a slowdown in productivity and output.



80% seek to create overall value for their company through their talent acquisition strategy, up from 52% in 2016.

One way that companies can get better insights is by partnering with talent solutions providers who are already aggregating talent supply data, such as pay rate, bill rate for contingent talent, market demand by skills and location, average time to fill for roles, hard-to-fill and high-cost indicators, and competition for the same skills. Providers such as [PeopleTicker](#) offer detailed information and benchmarks across numerous markets around the world, so employers can develop their businesses with a clear view of the supply of talent.

As businesses look to better inform their human capital strategies with data, they can turn to a growing body of market intelligence that will help them accelerate their efforts.



3 critical questions to consider:

- During workforce planning, do we also understand the availability of the skills in markets we operate in?
- Are we able to meet talent demands in a timely manner, even when we don't know what the demands are in advance?
- Do we have the talent insights needed to guide C-suite decision-making on new products/services, market expansions and critical projects?



5 ways to power up your market intelligence:

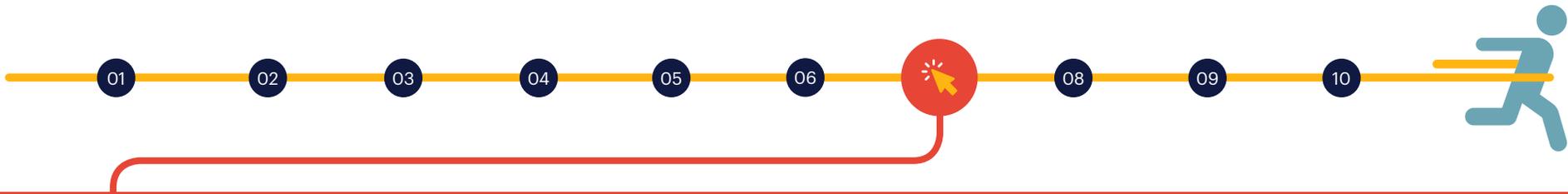
- Use a dedicated resource to compile available market data.
- Outline the markets where you'll need talent.
- Consider a variety of work arrangements when defining the availability of skills.
- Understand your internal metrics and compare with market benchmark data.
- Seek out the advice of partners that have the specific market intelligence you need.



Understanding the talent market is critical to developing a robust business strategy. With a full view of both your talent data and market insights, you can translate how the company can meet growth goals through your workforce strategy. The C-suite knows people make the difference and create a competitive advantage in today's market.



Paul Knappe
head of human resources, EMEA
Randstad Sourceright



07 HR goes on a tech buying spree to get better access to talent.

how can innovation drive better access to talent?

Recruitment is in a major period of transformation. The continuous rollout of new tools and services is helping companies more effectively attract, source, engage, screen and hire talent. From AI-based chatbots that can quickly process a high volume of job applicants to intelligent video interviewing platforms capable of assessing answers and detecting facial expressions, these advancements enable recruiters to transform into talent advisors that serve a more strategic role in the organization.



92% believe technology enhances the attraction, engagement and retention of talent, compared to 79% in 2016.

Technology is transforming every aspect of the world of work, and nowhere is this more evident than in talent acquisition. In just a few short years, the way employers source, screen and hire talent has been irrevocably altered for the better. Sourcing ninjas and recruiters have seen their roles evolve from transactional to strategic. [Technology is taking over](#) many of the transactional and low-value tasks they once owned. In return, these individuals have become talent advisors, helping hiring managers and business leaders better deploy talent, and candidates make better career choices.

This is certainly the view of C-suite and human capital leaders we surveyed. In our 2016, 2017 and 2018 [Talent Trends](#) surveys, just 68% believed technology made recruiting simpler and more efficient. In our most recent survey, 81% share this view. Similarly, 92% now believe the adoption of technology enhances the attraction, engagement and retention of talent, compared to just 79% in 2016.

Why have their views changed? You can point to a few areas of development, including the growth of AI, HR digitalization and the use of mobile platforms by job seekers. According to HR industry analyst Josh Bersin, [the evolution of AI](#) will transform how companies can hire candidates who possess the soft qualities that will make them successful hires. Bersin cites [pymetrics](#) as an example of how cognitive and neurological algorithms are deployed through gaming to identify skills that are best-suited for certain roles and reduce bias in the selection process.



But this is just one example. Need great software developers, but not sure if applicants are a good fit for your roles? [HackerRank](#) can help assess their abilities through offline and real-time tests. Need interview scheduling flexibility? [Montage](#) enables candidates to conduct a video interview around his or her schedule. Not enough time in the day for your recruiters to get business done? Let [AllyO](#)'s AI-powered chatbot engage and screen prospective hires.

There is a seemingly unending number of technologies that are accelerating recruitment. [One report](#) predicts that the talent acquisition and staffing technology and services market will grow at an annual rate of 6.25% through 2028.

What's most important, however, isn't the number of solutions being introduced into the market, but rather how employers can benefit from these innovations. Our survey shows there is growing apprehension about the speed of digitalization; 60% of talent leaders say they have trouble staying current with market changes, up from 48% in 2016.

For talent leaders, part of your mission and personal upskilling journey is to acquire knowledge that will help you develop practical toolkits that can be implemented with minimal disruption to the business. As you look to the talent challenges ahead in 2019, have you considered how technology can help reach those goals?



3 critical questions to consider:

- Have we identified bottlenecks that can be resolved with new technology?
- Do we risk falling behind competitors without a robust recruitment tech investment strategy?
- How can we redeploy recruiting resources following the implementation of automation and tools?



5 ways to assess the impact of HR tech on your talent strategy:

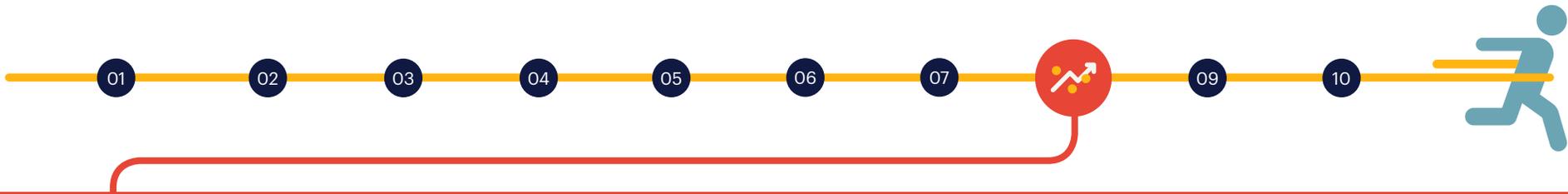
- Consider forming an advisory panel that includes recruitment specialists, IT and suppliers.
- Take a [LEAN](#) review of your talent acquisition process to optimize technology usage and recruiter upskilling.
- Make sure the technology you choose has a migration path forward to cover future needs.
- Invest in adequate change management and training to ensure your technology doesn't become shelfware.
- Turn to vendors for support on implementing best practices to get the most out of your investments.



Trying to hire your way out of talent scarcity with additional recruiters has limited value. To make a truly transformational impact on talent acquisition, you need to invest in the tools that most effectively empower your people and processes.



Jason Roberts
global head of talent analytics and technology, Talent Innovation Center
Randstad Sourceright



08 next-gen talent analytics create even greater expectations for HR.

are you empowering your decision-makers with a robust data strategy?

Analytics dashboards and AI-enabled tools have been making their way into many HR organizations over the last several years. But in 2019, most companies will make significant investments to accelerate their decisions about talent. Data will not only center on skills and experience, but will also focus on soft criteria, such as cultural fit, retention and leadership qualities. Technology will continue to handle tactical tasks, but machine learning and other sophisticated innovations will also use data to become smarter at screening applicants and recommending the best selections.



72% say they are investing in people analytics to enhance talent attraction and engagement.

It's no surprise that more C-suite and human capital leaders in our 2019 [Talent Trends](#) research say they are investing in people analytics than any other tool to enhance talent attraction and engagement. With 72% making these investments, it surpasses investments in training and development platforms (63%), workforce management tools (62%) and applicant tracking systems (57%). Notably, 83% say the ability to analyze internal and external employee data (talent analytics) plays a critical role in sourcing, attracting, engaging and retaining talent.

Talent leaders also see analytics dashboards and predictive workforce analytics as helpful tools when it comes to choosing the right candidates to hire. A growing majority (83%) say technology helps them make smarter hiring decisions, while 71% believe these tools reduce risks; in 2016, the percentages were 67% and 59%, respectively.

In their book "[People Analytics in the Era of Big Data](#)," Jean Paul Isson, global VP of predictive analytics and business intelligence at Monster Worldwide, and Jesse Harriott, the head of analytics at Globoforce, explain that advanced analytics not only tell human capital leaders about the current state of their workforce utilization, but also help companies improve hiring by predicting what a successful resume would look like for a particular job. This facilitates matching and reduces time and cost of hiring. Analytics can also help employers optimize their use of job boards and reduce cost-per-view fees.

For a company such as Unity, a rapidly growing gaming engine, the use of analytics is crucial to ramping up its workforce. Unity's VP of talent acquisition, Anne Evans, shares insight on [ERE](#). Evans explains how the company uses data to examine various stages of its recruiting funnel and uncover deficiencies. The company also uses its machine learning and analytics team to analyze the candidate pool and understand how various departments perform when attracting and hiring diverse candidates.



Not all organizations will have an in-house analytics team, but advancements have brought the power of analytics — some of which are embedded in applicant tracking systems (ATS) and vendor management systems (VMS) — to the masses. As convenient as these tools may be, however, employers still need strategies for using data to improve their recruitment processes, and too few currently do. According to [Deloitte](#), 83% of 924 surveyed companies around the globe have low people analytics maturity. That means, despite widespread adoption and utilization of technology and data, many companies are still blind to important insights that could help them get ahead of the competition.

 83% say talent analytics play a critical role in sourcing, attracting, engaging and retaining talent.

Part of the reason for the hesitancy may be that organizations lack expertise and resources. Our Talent Trends survey uncovers that tracking HR data and metrics and managing HR analytics are most often cited (65% and 64%, respectively) as talent tasks companies would like to automate. Respondents may view automation as a more effective way to produce reports, but because so few have mature analytics strategies in place, it's likely they just don't have the resources to manually manage talent data.

As the market continues to develop turnkey solutions, it's likely talent leaders will be able to automate more of their analytics function for recruiting. If this happens, expect organizations to achieve greater agility as they deliver the right talent to the business.



3 critical questions to consider:

- Do we have clarity about the mix of permanent and contingent talent at our organization?
- Does our reporting provide important benchmarks on metrics such as acquisition cost or predicted time to fill?
- Can we direct hiring managers on how to use the right sourcing channels, identify which work arrangements are best and set pay rates?



5 ways to achieve greater clarity with talent data now:

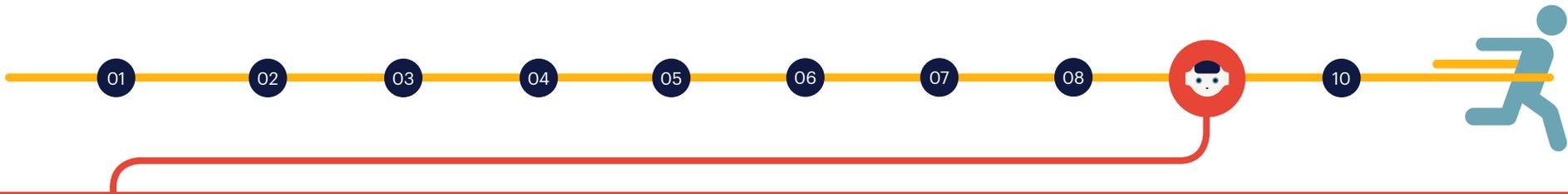
- Identify blind spots in your reporting processes and make plans to upgrade your systems as needed.
- Build a talent acquisition team of the future: deliver analytics that will help accelerate their capabilities.
- Use internal and external data to benchmark your performance against competitors and between your business units.
- Look for support from your talent solution providers, software vendors and talent suppliers to better utilize technology.
- Assess your own current and future needs: make a plan to develop the analytical expertise you need to be effective.



If data is the new oil, talent data is the new gold. That means talent leaders have an abundance of resources from which they can source powerful insights. First consider your overall strategy; then research which technologies can help you fulfill these goals.



Michel Stokvis
managing director, Talent Innovation Center
Randstad Sourceright



09 robots fill chronic job vacancies.

are automation and robotics a better choice for your vacancies?

Although technology is accelerating talent acquisition outcomes, employers are increasingly turning to automation as a way to fill vacant jobs. In industries such as construction and manufacturing, for example, the appetite to leverage non-human resources is high. Some companies are turning to robots for repetitive assembly work, while others are using intelligent drones and machinery to perform tasks that may risk worker safety. Some may view this trend as a threat to human talent, while others see it as an opportunity to create the jobs of the future.

Nowhere is the talent shortage more acute than in Japan, where an aging demographic leaves the world's third largest economy starved for talent. As a result, according to the [Japan Times](#), companies are turning to robots and automation to perform jobs they can't fill with people. Facing the worst labor shortage in 40 years, Nitori Holdings Co., Japan's biggest furniture manufacturer, recently deployed robots to move products at its Osaka distribution center, for example.

Nitori is not alone. Companies around the world are struggling to find talent to do jobs that are always vacant due to shortage of skills. Hoffmann Homes, a Texas home builder [hampered by a severe shortage](#) in construction specialists is one of many. Robots such as [SAM100](#), an automated brick layer, are helping to remove that challenge. [Fast-food businesses are turning to robots](#) and self-service kiosks to address talent shortages. Accounting giants [Deloitte, EY and PwC](#) have turned to AI to accelerate tax work. And in a truly ironic twist, APT Manufacturing Solutions, a manufacturer of robotics for assembly lines, reportedly has [difficulties finding human workers](#) to build products fast enough.



83% believe robotics will have as much, if not more, influence on their business over the next year, up from 68% in 2016.

Talent scarcity is one explanation for recent increases in robotics deployment, but aging is another factor. A recent report from the [National Bureau of Economic Research](#) shows that countries with an aging population have a higher ratio of robots to workers than nations with younger populations. For instance, in Japan and Germany, the ratio of robots per 1,000 manufacturing workers is 14.2 and 17, respectively. In the U.S., which has a larger manufacturing base, the ratio is 9.1. The research shows that countries with a shrinking middle-age population (ages 26 to 55) tend to invest more heavily in robotics to substitute for shortage of workers.



Our 2019 [Talent Trends](#) survey shows that 83% of talent and C-suite executives believe robotics will have as much if not more influence on their business over the next year, and 87% believe HR automation will have a similar impact. The figures are significantly higher than the results we reported in 2016, when the percentages were 68% and 78%, respectively.

Among the job families survey respondents say are most likely to be affected, IT and technical positions are cited the most often at 35%, followed by marketing (33%) and sales (31%).



The job families survey respondents say are most likely to be affected by robotics/automation in 2019 are IT and technical positions (35%), marketing (33%) and sales (31%).

With broader adoption of robotics and automation, how can talent leaders better position their workforce strategies? A total talent acquisition model may be best suited for companies looking to fill vacant roles with technology because it focuses on all resources available to perform the work needed, regardless whether it's completed by humans or robots. This allows companies to deploy the most expedient and efficient work arrangements to fulfill business mandates.

Whether you're looking to create efficiencies through automation or simply to fill roles you can't find talent for, the good news is that advances in technology are helping to deliver more human experiences.



3 critical questions to consider:

- Do we regularly assess how technology can fill roles that are chronically vacant?
- Have we examined how automation may improve (or hinder) human productivity?
- Are human qualities, such as empathy and personality, required for the roles we want to automate?



5 ways to build a business case for robotics investments:

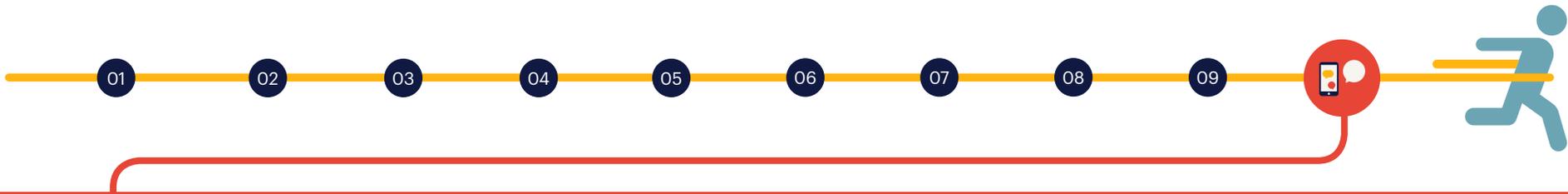
- Adopt a long-term view when determining whether automation can help fill job vacancies.
- Account for all ancillary costs associated with technology implementation.
- Make sure the robotics you want to implement don't end up creating burdens elsewhere in the organization (e.g., IT or legal).
- Where needed, assure workers their roles aren't being replaced, but rather enhanced, through your investments.
- Don't forget the impact on your customers, so make sure to anticipate their reaction.



Robots and AI shouldn't be viewed solely as a competitor to people. For many employers, the lack of available skills is so severe that it's posing hardship on their workforces in the form of overtime and stress. Technology can be an invaluable resource to help businesses execute operationally and support human talent.



Bob Lopes
president, North America
Randstad Sourceright



10 the tech-savvy consumer expects the same experience from their employer.

do you know how digitalization outside the workplace is affecting the dynamics inside?

How consumers buy, share and communicate is rapidly changing the way companies engage with talent. Today, the Amazon effect is leading to on-demand tracking of job applications. Candidates expect always-on responses to their queries and maximum transparency of a company's workplace and culture. Just as consumers have the ability to share and rate just about anything, employee review sites provide job seekers the same window into a prospective employer's workplace and its people. As an employer, are you meeting these expectations?

 61% of working professionals say their expectations of employers are continually evolving.

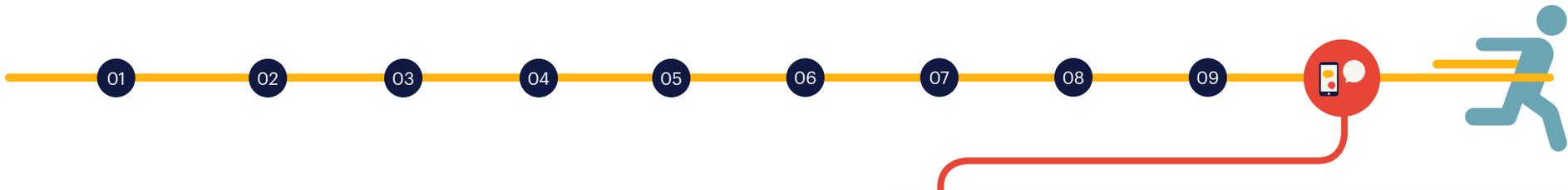
Digitalization is transforming every aspect of our lives, including careers. As consumer technology filters into the business world, it's changing the way employers interact with talent. For some, this change may be unsettling, but for digital natives, it's the norm. For instance, social content-generating apps and geotagging are a regular part of everyday life. How co-workers communicate is also evolving, with text and instant messaging preferred over in-person or (now rare) phone-based conversations.

This changing dynamic is reflected in our 2019 [Talent Trends](#) research. Most (61%) working professionals say their expectations of employers are continually evolving. The reverse is also true: 83% of employers say their expectations of workers are increasing. This affirms how advances in the world of work, and society in general, are changing perspectives. One way this plays out is how talent interacts in the workplace.

One study reported in [Inc. Magazine](#) showed that 75% of the two youngest generations in the workforce would rather text each other than speak in person. A remarkable finding is that Gen Z and millennials expect immediate responses and feedback when making purchases, with three-quarters reporting they would give up on a particular brand if they had to wait for more than 10 minutes to conduct a minor transaction of \$20 or less. In another survey, millennials were more likely to [prefer being fired over text](#) than their older peers were.

 83% of employers say their expectations of talent are increasing.

With worker and consumer habits changing, what lessons can we learn when it comes to the talent-employer relationship?



Everywhere you look, consumers remain connected to each other throughout the day using their mobile devices. That means the workplace should be just as accessible. The connectivity of colleagues sitting on separate continents should be the same as those sitting across the desk from each other (accounting for time differences, of course). Work tools should be collaborative and available on a variety of platforms, whether that includes mobile devices, tablets, desktops, laptops or even other smart appliances. Employers will need to bring work to their talent, rather than vice versa, no matter where they sit.

According to [Deloitte](#), more than a third of adults use their phones “very/fairly often” for business purposes outside normal working hours. Over half (59%) use it during normal working hours with the same frequency.

Additionally, technology should work intuitively and be easy to master. This will be the critical factor in determining how successful work tools are adopted and implemented. Just as consumer technology has simplified menus and straightforward navigation, recruitment apps and desktop portals should offer the same level of convenience and efficiency.

Another way in which workers are constantly connected to employers is through social media. According to the Pew Research Center, [24% of Americans use these channels](#) to make professional connections. Notably, this may be both a good and bad idea for personal brands because 14% say their opinion of a colleague has improved based on social media interaction, while 16% say it has declined.

As digitalization of the consumer world accelerates, it will surely have repercussions on the world at work. Your role is to adjust talent strategies to leverage the good changes while minimizing the bad.



3 critical questions to consider:

- Are we in step with current consumer technology trends and do we understand their implications on the workplace?
- Should our company have policies that cover employee conduct outside of work (e.g., social media conduct)?
- Do we provide tools that are intuitive and facilitate communication and sharing?



5 ways to build upon the digital skills of your workforce:

- Identify high performers who can support your digital transformation process.
- Provide continuous training to those who seek to upskill in coding, content optimization and other competencies.
- Provide a forum for employees to make suggestions on ways to accelerate digitalization of business models.
- Survey your talent to understand their work and communication preferences.
- Make sure you have dedicated experts who can help lead your workforce to digital fluency.



For some companies, digitalization can be a challenging transformation, but their workforces may be surprisingly adaptive due to their own digital upbringing. At the end of the day, we’re all consumers living in the new digital world. So no matter how digitally fluent your workers may be, never stop upskilling them and supporting them with innovative technologies.



Louisa Wilson
chief marketing officer
Randstad Sourceright



total talent indices.

Which markets are leading the way when it comes to considering the total workforce? Find out where your country ranks in the 2019 Total Talent Indices.

The [Talent Trends](#) Total Talent Readiness Index shows how human capital and C-suite leaders in 17 countries view the state of their organizations based on three factors: budget dedicated to total talent models, anticipated business growth, and anticipated 2019 hiring. The Total Talent Adoption Index considers how companies are using technology for the attraction, engagement and retention of talent; how closely companies and their competitors are focusing on talent innovation; and to what extent companies are investing in talent analytics.

Since 2016, our Talent Trends research has collected more than 2,800 responses on these factors. This feedback is normalized and used to measure total talent readiness and adoption globally and on a country level, providing a basis for comparison.

A score of 100 is the baseline global average set in 2016. An indexed value of 80 or lower indicates the market is less open to total talent strategies. A score of 120 or higher suggests the market is more open to adoption this year.

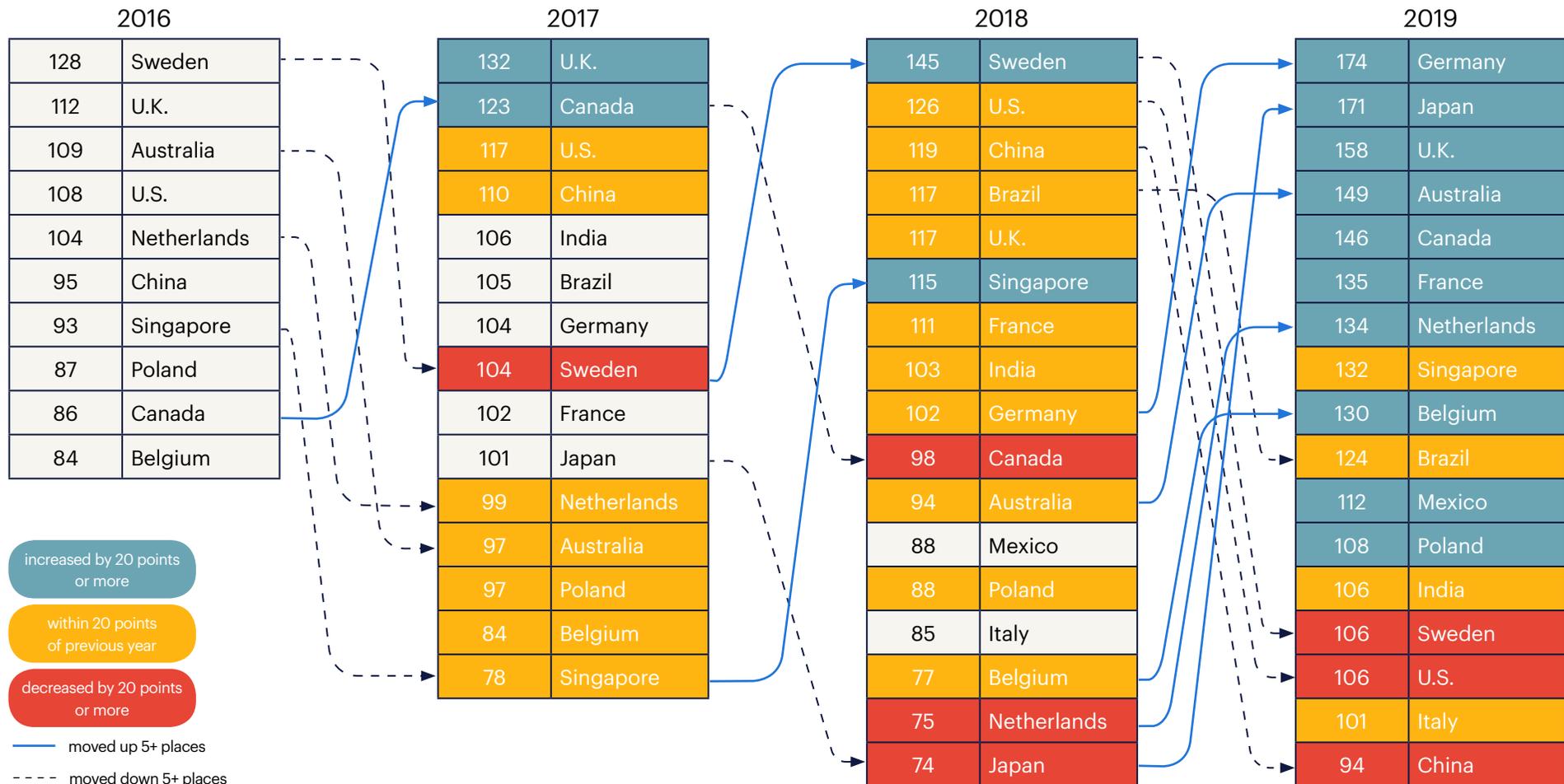
Want to find out whether your company is ready for a total talent model?

[take the diagnostic now](#)



total talent readiness index.

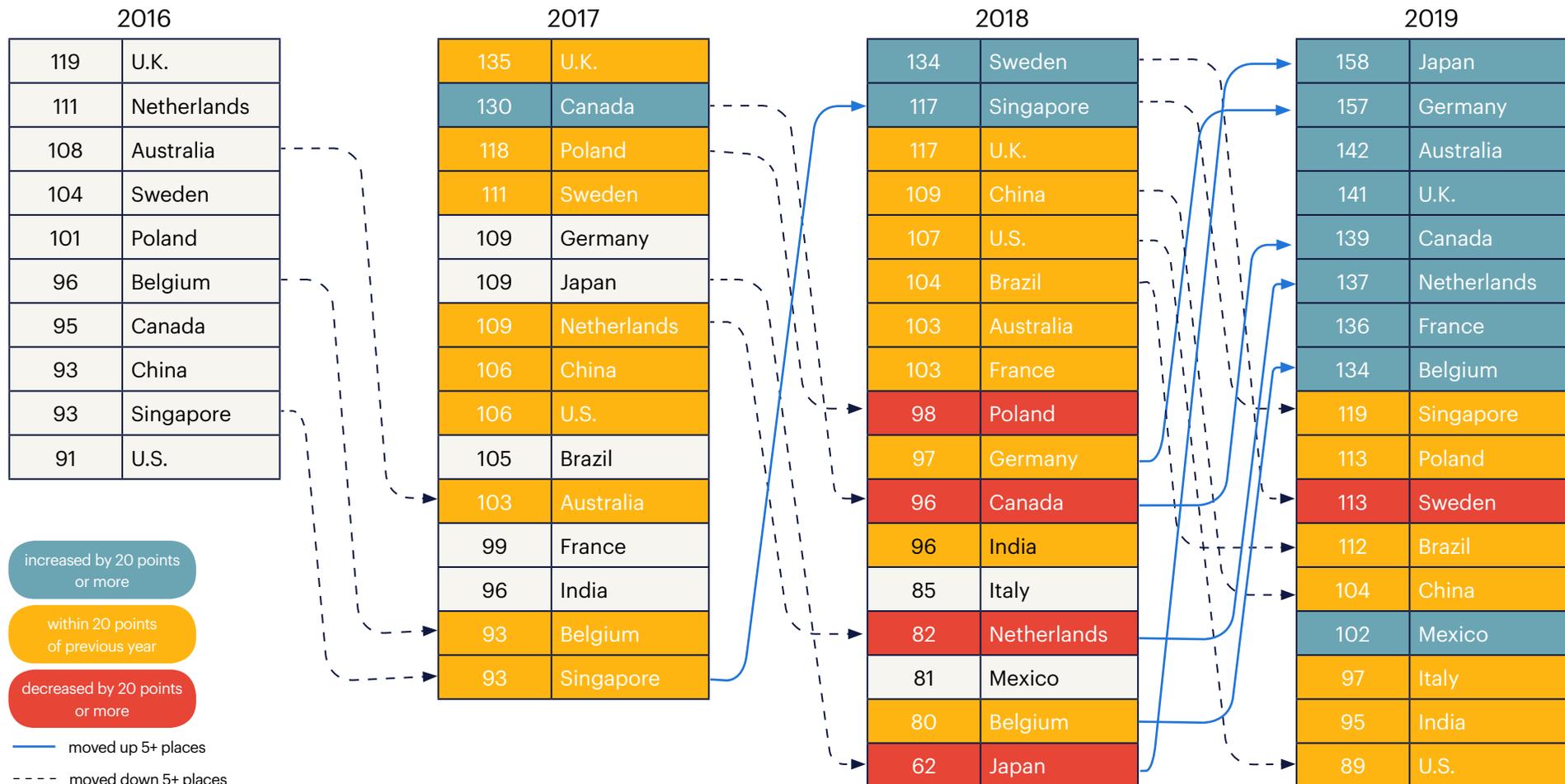
The global market is showing impressive total talent readiness, with about 60% of countries scoring 120 or higher, and nearly all markets (except China) scoring over 100 for 2019. Some of the countries that face the greatest risk of talent scarcity, including Germany, Japan and the U.K., show the highest levels of readiness this year.





total talent adoption index.

More than half (53%) of the surveyed markets are showing more than a 20-point year-over-year increase when it comes to total talent adoption for 2019. Similar to our readiness index, markets with heightened concerns about talent scarcity — including Japan, Germany and the U.K. — top our list for 2019 as they seek more innovative ways to get work done within their organizations.



Talent Trends methodology

The 2019 Talent Trends research is a survey of more than 800 C-suite and human capital leaders and 1,700 working professionals across 17 countries, conducted by a third party on behalf of Randstad Sourceright. It is designed to help our clients and the broader business community understand the top trends in HR and talent acquisition for the year ahead.

Online surveys are conducted via external panels. Interviews are self-administered and can be taken across devices (including mobile phones, tablets, desktops and laptops).

Survey samples include permanent and contingent talent, as well as business leaders at international and regional organizations in Australia, Belgium, Brazil, Canada, China, France, Germany, Japan, India, Italy, Mexico, the Netherlands, Poland, Singapore, Sweden, the U.K. and the U.S.

about Randstad Sourceright

Randstad Sourceright is a global talent solutions leader, driving the talent acquisition and human capital management strategies for the world's most successful employers. We empower these companies by leveraging a Human Forward strategy that balances the use of innovative technologies with expert insights, supporting both organizations and people in realizing their true potential.

As an operating company of Randstad N.V. — the world's leading global provider of HR services — Randstad Sourceright continuously builds and evolves talent solutions through recruitment process outsourcing (RPO), managed services programs (MSP) and total talent strategies.

Read more at www.randstadsourceright.com.