



# **An Executive's Guide to** How Recruitment Tech Supports Workforce Planning

**icims®**



More than 20% of all workers change jobs every year, so employers are constantly advertising, sourcing, recruiting, interviewing, assessing and onboarding new people.<sup>1</sup>

## Without the right people, your business suffers.

Workforce planning ensures your business hires those people at the right time and at the right cost. But workforce planning is not without its risks.

Talent acquisition is in a unique position not only to mitigate those risks to the business overall, but improve and influence the way workforce planning happens on an organizational level.

***That's because quality recruitment doesn't take a break, and it doesn't happen in a silo.***

Aggressive, ongoing collaboration between talent acquisition and HR, as well as other business leaders and hiring managers, is the key to getting workforce planning right and winning the war for top talent.

1. Bersin by Deloitte, Talent Trends HR Technology Disruptions for 2018, 2017.



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# 1 | Assess

Effective workforce planning requires having an accurate picture of the talent acquisition landscape. Recruitment teams that come armed with key data and reporting can remove some of the guesswork from the process.



**Here's how talent acquisition can help HR get the lay of the land.**

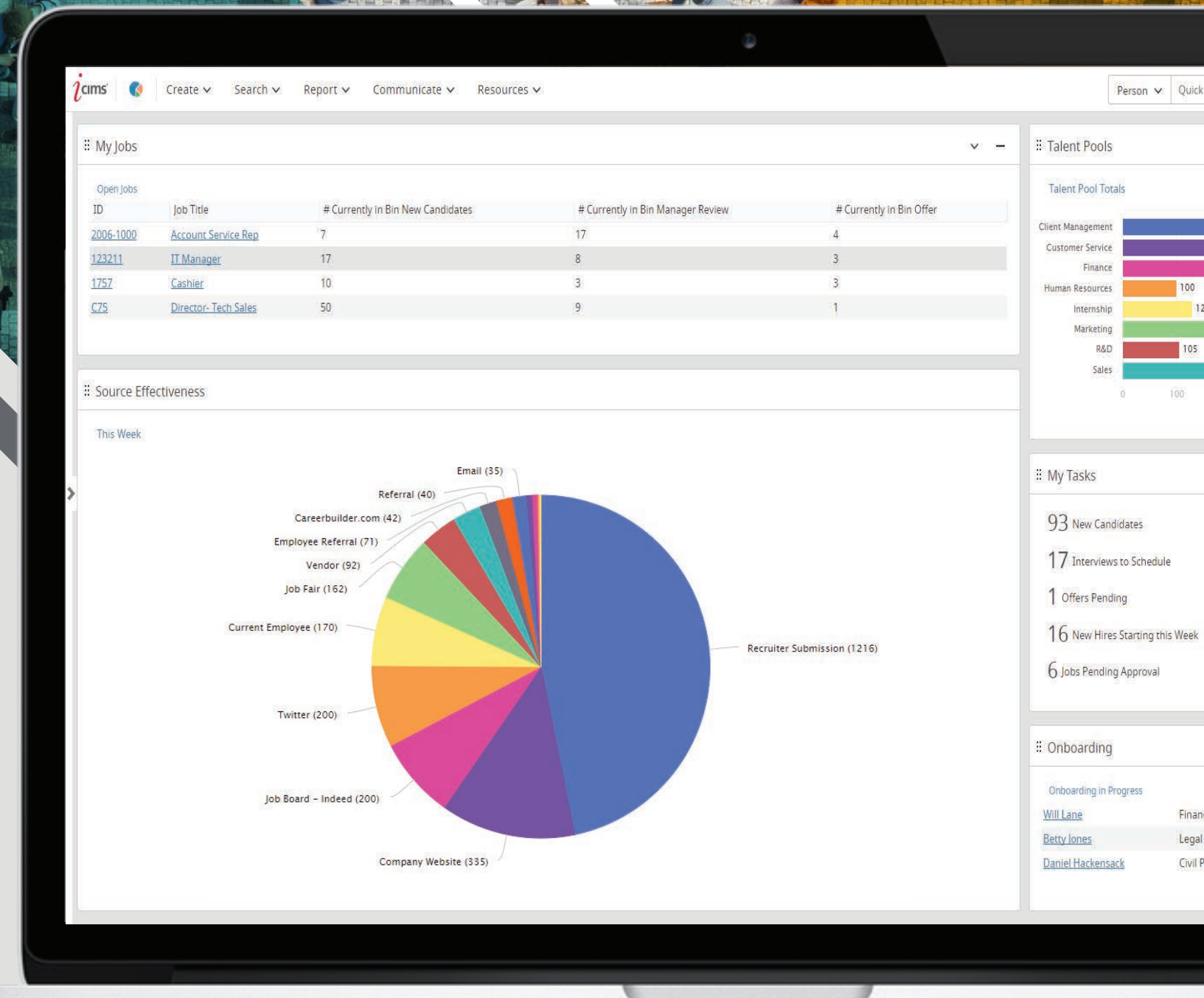
# Leverage Metrics to Focus on What Works

When it comes to filling vacancies, some efforts are more effective than others. That's especially true for highly technical or niche roles.

Knowing how your top candidates find your job postings, along with how long it takes to fill them, gives recruitment teams the focus to run with what works while developing or sunsetting what doesn't.

***Talent acquisition can use this information to increase their own efficiencies and proactively influence workforce planning.***

Of all the departments in an organization, talent acquisition alone understands what and how long it takes to fill vacancies for specific roles at certain times of the year — but only if they come to the table armed with the robust reporting they need to support their positions.



**Companies spend about 3X more recruiting talent than training it.<sup>2</sup>**

***iCIMS' robust reporting center gives recruitment teams a detailed overview of the key metrics they care about most, including where candidates inbound from.***

2. Bersin by Deloitte, Talent Trends HR Technology Disruptions for 2018, 2017.



The average job opening costs \$500 per day and stays vacant for 44 calendar days. **That brings the total price tag to \$22,000 per position.<sup>3</sup>**

## Mitigate Risk with Big Picture Data

Workforce planning is all about the big picture. But it's only as effective as the information at your team's disposal.

Without a full understanding of how long it takes (and what it costs) to fill vital openings in your business, your organization opens itself up to unnecessary risks like talent shortfalls.

Recruitment teams with the whole picture (both good and bad) are in a better position to work with HR and finance to influence budgets and sidestep any unhappy surprises.

<sup>3</sup>. HRWINS, The Future of HR Technology, 2016.

# 2 | Forecast

Talent acquisition has an intimate knowledge of the recruitment lifecycle. Ongoing collaboration is vital to helping organizations understand and plan for hiring needs months and years in advance.



**Here's how talent acquisition can leverage those insights.**

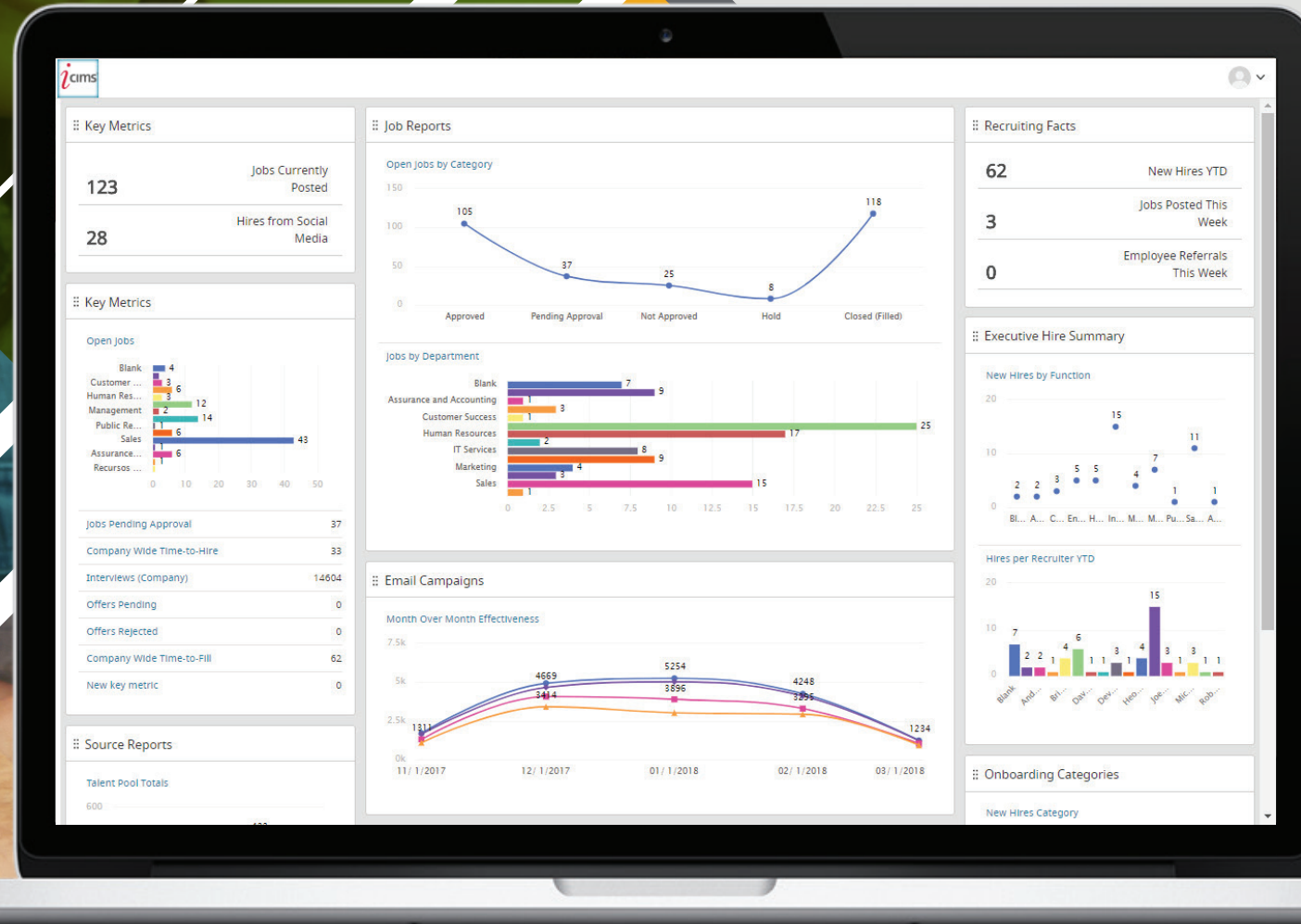
# Be the Crystal Ball of the Planning Process

Those outside talent acquisition may not fully understand or appreciate the nuances of recruitment. It's up to talent acquisition to use what they know to influence an organization's direction for the coming year.

The ability to report in real time on key metrics, like time-to-fill, provides business leaders with valuable insights into the recruitment lifecycle.

This gives your team the edge when it comes to planning for future hires and credibility when forecasting trends.

Knowing when to expect your hiring peaks and valleys all year round gives you the insights necessary to collaborate with HR and plan accordingly.



***Pressed for time?* Schedule your reports to be sent to your email automatically at a specified date and time.**

# Plan for Tomorrow (Today)

Top talent is always in demand. Luckily, candidates employed elsewhere are not out of reach.

Over ½ of workers are open to new opportunities, but this group may not be ready to make a change just yet.<sup>4</sup> It's up to your team to sell them on a new opportunity before they take a leap into the unknown.

Nurturing these relationships is more effective when you know what your hiring needs will be in the months ahead. Direct collaboration between talent acquisition, HR and hiring managers allows recruiters to set expectations early on and build talent pools for the long term.

***As your talent pools develop, your ability to forecast even hard-to-fill positions will improve.***

4. iCIMS, The Candidate Experience Report, 2018.

**Customize your talent pools to meet your future needs. These can be organized by:**



**Education**



**Experience**



**Department**



**Location**



**Hierarchy Level**



**Qualification or Skills**

# 3 | Execute

From the cost of filling vacancies to getting new hires up and running quickly, the role talent acquisition plays in a company's overall fiscal health cannot be understated.



**Here's how talent acquisition can impact the bottom line.**

# Make Workforce Planning a Year-Round Exercise

The cadence of workforce planning typically revolves around finance and the need to set firm budgets for the upcoming year. But a lot can happen in that time.

Proactively working with HR and other business leaders throughout the year allows for increased organizational flexibility. By touching base on a quarterly or even monthly basis, talent acquisition can keep its finger on the pulse of the organization and more effectively plan for upcoming hiring cycles.

Whether it's next month or next year, ongoing alignment with leadership throughout your organization means your business won't stumble when the pace of hiring kicks up a few notches.



**33% of companies spend 15–30 days filling a position.** Another 30% spend between 31 and 60 days.<sup>5</sup> These vacancies don't come cheap, especially for companies hiring at scale.

5. iCIMS, Recruitment Marketing: Fad or Future?, 2016  
6. CEB, Global Talent Trends, 2016.

### Did you know?

77% of engaged employees have a clear understanding of their organization's vision and mission.<sup>7</sup>

**New hire portals house pre-onboarding and onboarding resources in one centralized place.**

## Build Trends into Long-Term Strategy

Talent acquisition has insight into the needs, personalities and preferences of candidates and roles from across the business. This puts recruitment teams in a unique position to share industry shifts with hiring managers and business leaders.

For example, college graduation season may bring an influx of new web developers into the market, while increased demand for UX designers makes them harder to find. Recruitment teams that

keep a finger on the pulse of trends are better placed to help large organizations be more agile.

Talent acquisition's insight extends into the employee lifecycle as well. Recruitment teams can leverage their objective view of a company's workforce to influence the onboarding agendas of new employees for the better.

7. SHRM, 2017 Employee Job Satisfaction and Engagement Report, 2017.

# Bring It All Together

Talent acquisition can support workforce planning — and a company's fiscal health — in a number of key ways:

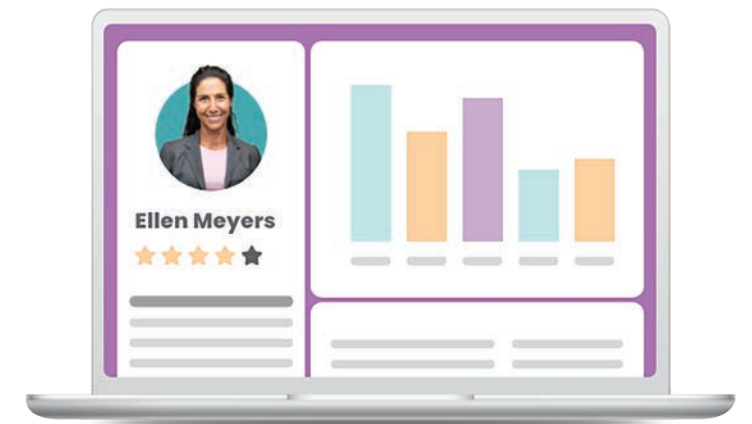
- Use reports to create and forecast hiring needs months and years in advance
- Leverage recruitment insights and develop talent pools that align with strategic business goals
- Collaborate with business leadership from all around the organization on an ongoing basis



**Collaboration across teams is often easier said than done. But with so many benefits to close coordination, recruitment teams are in a unique position to influence and support workforce planning.**



**icims**<sup>®</sup>  
The Talent Cloud



## Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

See it in action [www.icims.com/see-it-in-action](https://www.icims.com/see-it-in-action)