

A Technology Roadmap for Smarter Sourcing

AT A GLANCE

In the Human Age, talent is the key driver of business success. Yet increasing workforce mobility and scarcity of skills make talent difficult to find and threaten companies' ability to compete and succeed. HR professionals are challenged to identify sourcing technology that will connect them to the right talent quickly and effectively. The best sourcing technologies are agile—adapt to both the rapid changes in the talent marketplace and recruiting innovations—and attuned to client's business needs.

Where to Start

A common pitfall is to buy or license technology because it is marketed well. If you are the technology buyer, ask the following questions before investing:

- What sourcing resources do we already have? Are they fully optimized?
- How do we stay current and buy only the products that add value to our business?
- Does our current sourcing strategy maximize our employer brand? How does the brand impact the sourcing strategy?
- How do we calculate risk and ROI when it comes to new technology?
- What is the right mix of current and new technology?
- What is a good planning cycle for technology innovation?

If you think through these questions, you are more likely to make better technology decisions.

Strategic framework for sourcing technology

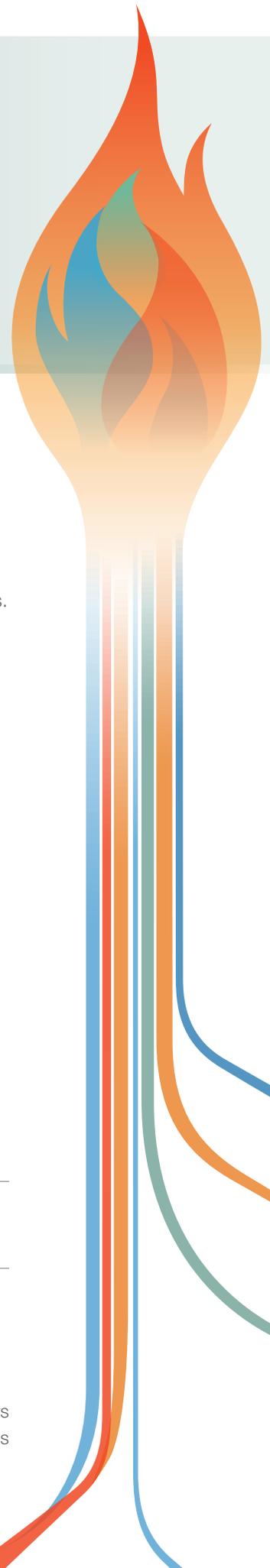
Key actions to help clients identify THE sourcing technology to meet their needs.



PLAN

1. PLAN for Sourcing Technology: Assess Current and Desired States

- **Establish objectives** – identify business objectives and assess the talent required to achieve them
- **Know what you have** – understand and maximize existing technology, avoid duplications
- **Understand potential impact on your brand** – assure positive candidate experience and a good fit between technology and the brand
- **Get the right sourcing talent** – hire passionate recruiters who are early technology adapters and users
- **Budget for a well-rounded effort** – use the optimal mix (80/20) of tried-and-true and innovative options





ENGAGE

2. ENGAGE with Sourcing Technology: Embrace change and think differently

- **Don't be afraid to fail** – accept trial and error as part of the plan, learn from your mistakes
- **Get creative** – experiment and innovate, try new ideas and lose the preexisting stereotypes
- **Avoid the hype** – evaluate technology for the right fit with your brand and ROI, don't judge based on the marketing spend
- **Challenge your own assumptions** – avoid the “me too” approach, consider less obvious or new options



EVALUATE

3. EVALUATE Sourcing Technology: Measure and refine, then repeat the process

- **Track and evaluate data** – collect and analyze sourcing data against strategic goals
- **Use data analysis** – to inform sourcing strategy and business goals, to micro target talent and tailor it to current and anticipated workforce needs

As employers are challenged to find the right talent, a well-executed sourcing technology strategy will enable them to not only successfully target candidates but align technology with business objectives, enabling organizational agility.

Evolution of Sourcing with Technology	
Traditional Sourcing	Sourcing Supported by Technology
 Segregated/stand-alone	 Integrated with various systems
 Local focus and delivery	 Global reach and capabilities
 Single media	 Uses multimedia
 Recruiters work in silos	 Enables collaboration
 Time-consuming manual process	 Improves recruiting efficiency
 Limited availability of data	 Business intelligence through data analytics
 Limited access to candidate information	 Comprehensive candidate profiles



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