

# Talent Acquisition Maturity Model



		PLAN	ENGAGE	SOURCE	ASSESS	ONBOARD
		Alignment of Talent Attraction to the business strategy	Attraction of Talent	Management of Talent Supply	Assessment of Talent & the Candidate Experience	Maximising the success of new Talent
PROCESS	Baseline	Recruitment managed by monthly/quarterly forecast plans based on demand from the business	Job role specific campaigns (advertising & social) driven by insights from monthly/quarterly forecasts	Focus on hiring external talent to close talent gaps - heavy reliance on 3rd party recruiters and paid advertising to generate candidates	Documented processes that are frequently tailored to meet specific needs	Moving from ad hoc and inconsistent experience towards a more consistent process - main emphasis is on company introduction, document/task management and equipment provisioning - some measurement of effectiveness
	Developing	Resource planning based on 12-month view that helps business to make key decisions	Job specific campaigns are developed alongside coherent employer brand strategy supported by an EVP to attract highly qualified candidates	Internal mobility programmes exist to create opportunities for employees to transition across the organisation, supplemented by an external talent bank and pipeline of leads	Process is repeatable but later stages of the assessment are high on human interaction, and hiring decisions are heavily opinion based	Formal onboarding practice that is aligned with organisational goals which are integrated with ongoing talent management strategies and plans - measurement of new hire engagement and assimilation
	Mature	Strategic workforce planning - 3+ years view that informs Talent Succession as well as Attraction	Talent segmentation is a norm - supported by strong & inclusive employer brand in place, driving significant referrals from employees, alumni and third parties	Building talent communities that help to tap into extended talent networks, both regionally and with other organisations	Smooth candidate experience with assessment processes that are reliable and inclusive	Onboarding is the first stage of the development and learning process and integrated with performance management process - new hires provided with mentors and high potentials are identified
DATA & TECHNOLOGY	Baseline	Ability to aggregate talent demand across the organisation (i.e. across geography and function)	Social media & traditional platforms in place to engage with talent	Core HR /recruitment system and ATS system in place that manages individual recruitment process and provides basic reporting	Technology focused mainly on automation of repetitive tasks and improving speed to hire - organisations typically rely on tried and tested technology	Tech focuses on workflow and approvals
	Developing	Integrated systems that enable a view of internal talent supply and organisational talent demand	Ad tech and consumer profiles used to tailor & position message and opportunities to the target talent	Agile tech solutions deployed to allow cross-functional recruitment, and CRM system in place with self-service options	Increased use of specialist technology and vendors that focus on improving onboarding fit and performance based on success profiles and helps to combat unconscious bias	Dedicated onboarding technology solution is used to transition new hires into the workplace, active use of collaboration tools like Google Docs, Yammer etc
	Mature	Clear view of internal talent supply and demand supplemented by market and competitor intelligence	Talent network generated from online marketing and branding activities	Seamless candidate relationship management across full employee lifecycle and alumni relationships	Experimentation with machine learning and matching of people to roles based on skills/capability; use of smart data for talent related decisions	Onboarding technology integrated with ATS and LMS provide a personalised experience, and online assessments track effectiveness of engagement and knowledge acquisition
PEOPLE	Baseline	A fixed model where recruiters understand the roles they are recruiting for and have direct relationships with hiring managers	Most people in TA have a generalist HR/Recruitment background, though there are career talent advisors emerging with skills in data analytics, consumer marketing and employer branding	TA specialists have built strong relationships with the business and the external talent market	TA specialists understand the need to behave without bias in candidate assessment and build processes to support fair hiring	TA stay in contact with new hires for the first few weeks and respond to issues on an ad hoc basis - prime responsibility rest with the immediate line manager
	Developing	A more flexible model where project management/planning & HR Tech capability exists to co-ordinate and optimise efforts for recruiters across the business	Highly specialised professionals who are strong marketers and brand ambassadors	TA specialists demonstrate higher emotional intelligence to influence senior people within the organisation and in the marketplace	TA specialists lead thinking about leading methodologies for assessing current and future potential for candidates beyond experience	A consistent approach towards onboarding ensures candidate/employee engagement is at the heart of the experience and extends beyond Day-One
	Mature	TA is integrated into the business planning process and informs business leadership on talent challenges - model is highly agile supported by strategic partners and specialist vendors	Talent relationship experts with the profile to influence the external market and navigate a complex matrixed organisation	TA has created a culture where 'everyone is a recruiter' and are able to fully leverage internal and external networks including customers, advocacy groups and other organisations	TA drive the requirement for assessment methodologies being embedded into the entire employee lifecycle to ensure Alumni, Referral hires, internal promotions etc. are aligned	TA lead the evolution of the Onboarding strategy through data, illustrating the incremental impact from a poor experience vs competitors. New thinking about engagement is carefully woven into the business case build