



# TALENT MANAGEMENT DONE RIGHT

Balancing High-Tech Tools  
with a Personal Touch

# EXECUTIVE SUMMARY

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As emerging technologies drive changes in recruiting and talent management, there are concerns that the candidate and employee experience will become commoditized and depersonalized. In this report, Aerotek experts offer recommendations on the best way to balance the drive for digitalization with the need to ensure workers are still at the core of talent management.

Automation has found a solid foothold in recruitment, enabling quick access to an almost unlimited supply of resumes and job openings. The ability to sort, search and parse out relevant data makes it easier to find the right candidate.

However, as the industry develops and integrates new technologies, it's crucial to ensure that job candidates and employees continue to feel engaged, notes Aerotek Director Kevin Madden. "The goal is to preserve the benefits of automation and navigate around the pitfalls. To do this requires having strategies in place that address the specific challenges impacting the talent management lifecycle."

## TALENT ACQUISITION & ENGAGEMENT

Job seekers have high expectations driven by technological advances in their work and personal lives, so it's important to provide a seamless digital experience that's streamlined and intuitive.

New technologies<sup>1</sup> to help acquire qualified candidates more quickly include programmatic advertising solutions that automate the purchase of online job ads, social search options that make candidates more discoverable and even writing analysis tools that provide recommendations on the readability of job ads and emails to candidates.

However, digital recruiting also has its downside — the ease of application can force recruiters to dig through reams of resumes to find the most-qualified candidates.

"Employers aren't interested in getting a volume of so-so resumes," notes Aerotek Executive Director Chris Weiss. "They want a carefully screened list of top candidates who are interested in that particular position. And they want to know what the candidate is like on a personal basis, not just as a list of former employers and job titles. Technology doesn't replace the human touch — and we don't want it to — but it is a very useful tool."

Aerotek Delivery Executive Kaitlin Grant, who specializes in high-volume recruitment opportunities, agrees that a personal approach helps identify and recruit the highest quality candidates.

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<sup>1</sup> Smart Power: A Glance at Evolving Talent Technologies. Allegis Group. <https://www.allegisgroup.com/insights/talent-management-technology>

“No matter how technologically advanced the tools get, there is still so much value to the old-fashioned phone call. I have to earn their respect to build a relationship and find out what it would take to get them to choose a new job,” she says.

Job candidates also appreciate the value of a personal experience. Candidates want to interview for positions that match their goals, skills and interests and that they’re genuinely qualified for.

## CANDIDATE EVALUATION

Even after the top candidates have been identified, they still need to be screened and evaluated. Digital tools allow employers to more easily assess candidates without adding unnecessary barriers. Some examples<sup>2</sup> include game-based video assessments, automated screenings to mitigate unconscious bias and competitive challenge assessments that allow employers to compare applicants, which improve the quality of screening while also providing quantified performance data.

“Judging a candidate on skills and competencies is an important part of the equation,” says Madden. “However, we also need an understanding of the candidate as a person. Having a conversation allows us to ask questions in context, such as ‘what part of your job do you enjoy doing most,’ and ‘what do you get excited about?’ This is crucial not just for the current job, but in helping to determine where a candidate wants to be as his/her career progresses.”

These conversations, led by someone with a deep understanding of the workplace and its current as well as future needs, is a crucial part of determining long-term fit by assessing a candidate’s ability to adapt to change, take on expanded responsibilities and continue to develop as an asset for the employer.

## EMPLOYEE DEVELOPMENT AND RETENTION

Quit rates are higher than any time in recent memory<sup>3</sup> and employers are investing in ways to retain top talent. Responding to employee requests for increased training and upskilling, new technologies<sup>4</sup> aim to make the process more efficient and effective. Microlearning, which delivers easily digestible information via video, learning experience platforms and tools that enable employee recognition are some examples of the new technology that help employers maximize the employee experience.

### MORE PEOPLE HAVE JOBS

TOTAL EMPLOYMENT (IN THOUSANDS)



In addition to the digital options, there are low-tech ways that employers can help retain top talent, including mentorship. A recent survey<sup>5</sup> found that organizations with formal mentoring programs experienced higher employee engagement and retention (50 percent), support for the growth of high-potential employees (46 percent), the creation of intra-organizational relationships and collaboration (37 percent) and knowledge management and transfer (37 percent).

Madden notes that mentoring and job shadowing can also help employees expand their understanding of a company’s inner workings, resulting in increased ability to move up. “Most people are motivated to do well and improve, whether they’re new to the workforce, or have years of experience,” says Madden. “Providing those opportunities is a win-win for employers.”

<sup>2</sup> Ibid

<sup>3</sup> In This Economy, Quitters Are Winning. Wall Street Journal. <https://www.wsj.com/articles/in-this-economy-quitters-are-winning-1530702001>

<sup>4</sup> Smart Power: A Glance at Evolving Talent Technologies. Allegis Group. <https://www.allegisgroup.com/insights/talent-management-technology>

<sup>5</sup> Mentoring Matters: Developing Talent with Formal Mentoring Programs. Association for Talent Development. <https://www.td.org/research-reports/mentoring-matters-developing-talent-with-formal-mentoring-programs>

# CONCLUSION

Digital transformation plays a crucial role in talent management. By helping employers connect with people more quickly, it can fast-track what once was a time-intensive and laborious recruitment process, offer automated training and programs to help onboard new candidates and maximize their skills and leverage positive experiences to help retain top talent. As a part of a comprehensive strategy that prioritizes authentic connections, these new technologies can help create the opportunity for enhanced employee engagement, development and progress.

## ABOUT THE CONTRIBUTORS



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