WHAT DO WE NEED TO DO TO MAKE THIS HAPPEN?

Where possible, have a group that is not focused on delivery and needs to be billable, feeding data and insights to enable the rest of the team to continue to meet the needs of the business.

These should focus on strategic insights for the roles (skills and development) and market trends.

While the transition to Talent Advisory is still in the early stages, there are lessons that we can learn from organisations that have started the journey.

How do you transition from Recruitment to Talent Advisory?

Talent Acquisition has been seen as a valuable resource but has yet to be perceived as the expert in resourcing. The reactionary, order-taking approach to hiring has continued to drive this. To alter this perception, we need to move to a more proactive stance, from a prevalence of anecdotes to actionable insights built on credible data from proven sources.

There is a need to operate differently, focusing on scenario planning and understanding which data and insights are most helpful to design the new processes. Greater access to relevant business intelligence dashboards and self-serve access to quickly utilise information is vital to success. We must also ensure we are not siloed or dependent on one group.

The Talent Advisor needs access to analytics from across the organisation, regardless of its breadth and depth, to draw talent insights to be effective. Only through holistic approaches can we ensure the industry's evolution and move from a linear to the more conceptual approaches required to succeed.
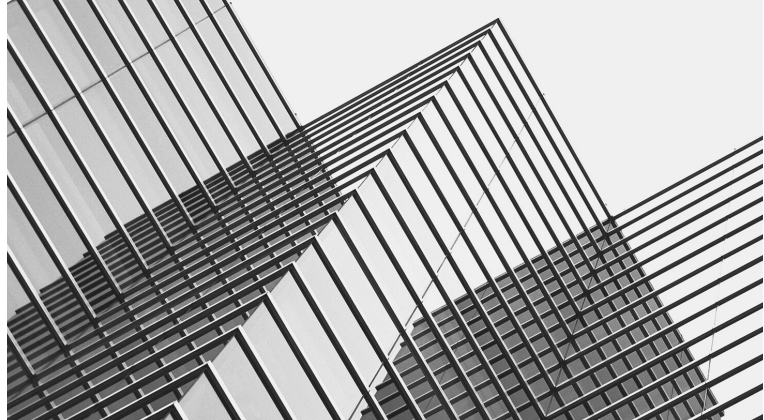
In the same way that a MASH unit or hospital has a triage unit as the first point of call to assess injuries and allocate resources accordingly, we implement a triage approach to any future work. Taking our understanding of how work gets done within the organisation from the previous steps enables us to look across the whole organisation and identify the best approach to completing any new workpieces.

The initial mix of resources can be allocated through a triage approach to workforce planning. These are based on output and can be made up of, among other things, Permanent, Contingent, Contract (SoW), Freelance, Crowd-sourced, Robotics, and Automation.

To begin the transition, more experienced recruiters will likely sit as advisors if they have access to data in a consumable fashion. Having access to data arms the talent advisors with the ability to inform, educate, influence, and manage opportunities for pushback from the hiring managers. Ensuring the team can access people capable of sifting through data to develop commercial analysis is critical. When questioned, it is essential to "show the working", not just the answer to the problem, to build expertise. Developing storytellers capable of taking quantitative analysis through to narrative creation will quickly build influence.

Critical steps in moving to Talent Advisory are:

1

Assess and benchmark the existing team to understand areas that need improvement and up-skilling.

2

Understand the structure and scope of above.

3

Understand what technology is required to enable Talent Advisory.

4

Prepare Talent Advisory processes and understand the impact on BAU and open roles.

5

Prepare an implementation plan and ROI to gain alignment and approval.

6

Start small with a business that is prepared to be a beta site and improve progressively.

7

Report on the metrics to the company and key stakeholders.

What skills and capabilities does a Talent Advisor need to be successful?

To encourage a Talent Acquisition team to drive to the higher business purpose of Talent Advisory, it is essential to have their buy-in to change. People want to understand their part of the production chain and how they provide value. If they can do this through the expertise of thought and operations, they are more likely to perform at this higher level and remain with the organisation.

Developing new processes that enable people to reduce transactional elements while improving capacity through data-driven waste reduction will increase efficiency and morale.

Talent Advisory requires multiple skills to be successful. Collaboration, influencing and using data insights are crucial to performing this role and working with the business. Developing a persona that reflects your business needs is essential as it provides greater insight into how the business wants to interact with Talent Advisory and how Talent Advisors will be successful.

Outlined in table 2 (next page) is a list of Traits, Competencies and Skills that can create success.

Traits, Competencies and Skills

Required	Definition
Creativity	The capacity to identify novel and useful ideas, solutions, and perspectives.
Collaboration	Two or more people working together towards shared goals.
Insightfulness	Conscious awareness and understanding one's own thinking processes and understanding of a complicated problems, people or situations that can be used on new problems.
Analytics	The capacity to distil patterns across diverse situations—often to identify the key and underlying causes of problems.
Customer orientation	The motivation and capacity to ascertain the needs and preferences of customers— and then to accommodate these customers but within the constraints and imperatives of the organisation.
Influencing	The ability to shape the attitudes, opinions, choices, and behaviours of other individuals, with honesty, respect, and sensitivity.
Leadership & mentoring	The ability and motivation to assume the role of a leader, to inspire other people, to mentor or to guide colleagues, to coordinate team activities, and to foster a collaborative environment.
Strategic thinking	The capacity to utilise opportunities, trends, and other changes in the field to develop plans that address existing problems and challenges.
Market intelligence	The ability to understand the market for a particular skill and position —and, therefore, to know how to position their brand and value proposition to attract suitable candidates.
Sourcing	The capability to develop and implement effective tactics that attract both passive and active candidates while proactively utilising recruitment tools and internet search engines to source candidates that match the mandatory and preferred position criteria.

Table 2.

How do you measure Talent Advisors?

Several factors should be in place to effectively measure Talent Advisors' impact. These include, but are not limited to:

- Real-time data should be used to generate insights to avoid time bias
- New hire attrition confirming that the right people are being brought into the business
- Customer Satisfaction from Talent Acquisition engagement and candidate and hiring manager surveys

While it may be hard to transition away from time and velocity measures, time to present is an excellent measure to demonstrate talent readiness.

Success in the role and longer-term promotability of hires is a substantial measure of success but requires a mind shift within the business. Demonstrating how well the Talent Advisors could predict the people's requirements is an excellent method to help build the necessary expertise to assist with this mind shift.

A dedicated analytics function provides the time to do this, but instilling data knowledge into Talent Advisors is vital regardless of the ability to have a proper position.

Conducting "listening sessions", gathering data insights, and performing trend analysis are required to build a robust Talent Advisory capability. Including a skills ontology and using tech to identify up-skilling potential will assist the prediction and education of the hiring manager, so there are no surprises.

More extended-term performance tracking against company values can be completed using machine learning-powered platforms, which provide speed to insight and can be used to uncover patterns in the data that may otherwise be missed.

Talent Advisors should be directly aligned with business outcomes and measured at an enterprise level by having the talent available to deliver effective project delivery; this will quickly elevate the recruitment function.

A summary of Talent Advisor's measurements includes:

Talent Advisors Metrics	Lead/Lag
Effectiveness • % of internal mobility to forecast • New hire attrition • Number of key projects that have the required talent to start as scheduled • Promotability of recent hires • Promotion of employees • Number of listening sessions conducted with all stakeholders • Number of trend analysis reports presented to the business • Number of proactive talent review meetings conducted • Workforce readiness to business strategy/budget (assessed by business) • Time to present candidates Time to hire (from role commencement to contract acceptance) for critical positions	Lag Lag Lag Lead Lag Lead Lead Lead Lag Lag
Satisfaction • Hiring manager survey NPS • Internal/external candidate survey NPS	Lag Lag
Volume • Number of positions under Talent Advisory guidance • Funnel conversion ratios to effectively manage roles, and minimise areas of talent waste	Lag Lag
Cost • Cost of Talent Advisory to the business • Reduction in external recruitment based on increased internal mobility • Reduction in cost of workforce based on internal mobility	Lag Lag Lag

Table 3.

What are the key outputs of this position?

Aligning the business needs to the realities of the market is the key. Other outputs include Personas, Workforce Strategy, actual data and insights, metrics such as response rates, and an understanding of scarcity vs demand.
These build a sense of how we can fill the roles we need, what we see, what they mean, and what we do next.

Talent Advisors provide insight into whom they can find and, importantly, afford. If they can't afford it, what are the alternatives? Can we build/buy/borrow? Talent Advisors also need to understand how to:

- Remap the workforce to know how they could move into future careers
- Use people in the future in a way that will benefit them in becoming career guides rather than recruiters.
- Assess aptitude vs. opportunity and volume vs. strategy and focus on "build" elements.

Based on the above, Talent Advisory's reporting differs from the traditional. The types of reports produced are shown in table 4 below.

Types of Talent Advisory Reports/Dashboards	
Name	Purpose
Macro market trend by critical skill	Provide the business with a planning tool in terms of future external recruitment. This report can also serve as a retention tool by understanding what skills are in the demand and who may be at risk as a result.
Competitor hiring report	Reports on the activities of key competitors for similar purpose as above.
Internal skills report	A list of skills contained by employees and associates that can be used to supplement recruitment activities.
Skills to be automated	A report listing the skills and activities that will be automated so that work can be augmented.
Skills that can be borrowed or loaned report	Agreements with partners who have banks of skills that can be borrowed to supplement talent needs. Skills available internally that can be loaned to partners.
Adjacency report	Details the likelihood of skills to be automated in the next year based on AI and software development to demonstrate the impact on the organisation.

Table 4.