# "Helping to Raise the Profile of In-House Talent Teams"

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The first part of this paper discusses the importance of bridging the gap between the popular use of online sources and the internal talent database, from a short-term operational level.

The second half focuses on a higher level, looking more at the medium term and how an empowered internal database can further strengthen the existence and capacity of an in-house team, as a resource for decision making.

Internal teams are created to follow, as much as possible, a direct sourcing model; to rely less and less on external agencies and the costs associated with them. As their employer is also their client, they are well positioned to understand and meet the requirements of the hiring manager and department.

However, the perception of internal teams and their contribution to the company, by other departments, is not always as positive as it could be, therefore any methods or improvement in internal processes that lead to an enhanced profile of in-house resourcers should at least be considered.

### The rise of Online Sources

When it comes to online sources, the main school of thought is that due to their ease of access and wide range of job-seekers using them, they help all recruiters both agency or in-house. During recent years, online sources have grown in popularity because they have become a better provider of a service. The job board has evolved, in terms of look and feel, but also in terms of the functionalities they can offer.

One of the key features that has been introduced is the ability to communicate directly with the candidate, within the online portal itself. One consequence of this improved usability, is that a large part of the communication between the recruiter and candidate can be conducted online and held within the online account of the consultant, not being recorded in-house against the internal database or CRM system.

But if this information, is not being captured internally, within the in-house system, then large chucks of the recruitment process is missing, held only in the cloud. Information that would normally add weigh, depth and context to the database in general is visible only to the recruiter involved in the requirement. And more importantly, if none of this information is being held and shared with the rest of the team, if that recruiter leaves, their knowledge leaves with them.

The question here is; if none of this information is recorded internally and you are only relying on external sources, information that is accessible to anyone with an interest in matching candidates to vacancies, then what are you really doing to set yourself apart from every agency out there? More importantly, why should other departments rely on an in-house team when it is following a process that doesn't even allow it to become more specialised and grow in knowledge

### The power of internal database

Your internal database is your currency and its contents extremely valuable. It has been created over time and it should contain the combined experience and thoughts of every recruiter that has passed through the department. It should be far more than just a repository for CVs or contact details, that is what is essentially held in the cloud, just a selection of CVs.

Internal talent departments have to take advantage of how well positioned they are to understand everything that is needed from both the candidate and hiring side, to make a placement

successful. They have a unique level of insight on issues that are important to both; the culture of the company, the personalities in the department surrounding the requirements, who do they like, who they don't like and who has failed in the past. Agency staff rarely get this level of insight into the client's requirements.

**Strategic level**

All the above is mainly a set of common problems with current business processes that may be improved with the correct technology leading to hopefully quick wins, improvement of internal dataset and reducing the cost of hire.

However, there is a real opportunity for in-house teams to raise their internal profile by ensuring on a higher more strategic level, that they are able to meet the medium term objectives required by the company's business strategy.

For an in-house recruitment team, it is easy to understand where they need to be over the next 12 months: What is their immediate sourcing strategy and the short term vacancies that need to be filled? What becomes a challenge is understanding the same issues but over the medium term – say 2 or 4 years.

Senior managers or Heads of Department are better positioned to be aware of their company's business objectives over this period, like expanding into new geographies, launching new products or moving into a new vertical.

Each of these objectives will require something from the in-house team as a provider of talent; such as individuals with keys skills in a certain geography or those that can be trained and developed.

**Medium data**

Technology can add real insight here, not just with existing staff in HR systems, but by analysing the company's current talent network and understanding its capacity to service the business objectives identified – where are its weaknesses, its points of failure; What does what I have compare with what I actually need?"

Could big data hold the answer to locating individuals with the key skills and experience required to meet the business objectives, to plug the gaps previously identified?

There have been many discussions on the meaning of big data in the last 24 months and as a rule there is has been

a positive movement towards the general understanding.

In this context there is reference to Daxtra's day to day operating model. Daxtra processes around 3 million CVs a month. Through this, it is easy to understand where individuals with skills and pockets of skills are located from a geographical point of view.

Once the team has this basic view in place, then capabilities can start to be layered. Have these skills always been present in this location, possibly indicating the presence of learning institutions generating the right type of individual or from a socio-demographic stand-point, if looked at over a period of time, has there been a recent exodus of individuals from this region, which contradicts my company's expansion strategies over the next 2 years. Knowing where the desired skills are located and how it compares with the skills required, brings a useful source of information to drive a higher level of decision makings

With this visibility, an in-house talent team moves from being a just a provider of candidates, to becoming a priceless resource of information for the company's highest decision makers.

**CONCLUSION**

If we are able to show the layers of detail within the database and what the existing talent network consists of, skills, level and length of experience geographies etc – this can then be linked with any work being done on gap analysis and then further provide you with a means to locate some of the this missing talent. Not only are you improving the majority of your internal processes and linking them with your internal data and systems, but you are making sure that you have bridged that gap of the internal and external. Making sure that information is contained within your company and providing a process for it to improve and growth in detail, depth and value.

*This whitepaper is an overview of the seminar that Stephen Blackmore (head of sales for Europe at DaXtra Technologies) presented on "Helping to Raise the Profile of In-House Talent Teams" during the 2HRCoreLab that took place in Barcelona in March 2014*

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