



How to maintain momentum and drive results after your first year

A TOOLKIT FOR TALENT ACQUISITION LEADERS



How can talent acquisition leaders maintain momentum and drive results after their first year?

When you've just joined a new company, it's usually a lot easier to secure buy-in for change as you're the newbie who's come in with ideas for improvements. But once you've gone through the motions (several times) and raised an issue, devised a solution, and secured **budget approval** from key stakeholders, the big question is how do you keep the momentum going to show ongoing value as a talent acquisition leader?

Once you've got your first year as a talent leader out of the way, year two is all about building best practice, driving innovation and getting results. It sounds easy, right! Don't worry, we're here to help. In our latest interactive toolkit, we share insights on what talent acquisition leaders should do in their second year to drive results and move the business forward.

WHEN YOU SEE
THIS ICON, —————>
YOU CAN FILL IN THE WORKBOOK
SECTIONS DIRECTLY IN THE
TOOLKIT.



“Year two in a talent acquisition leader role is a bit like a singer getting their first no. 1 single. Many new artists who reach the elusive no. 1 spot often don't quite realize how they did it (there are a lot of one hit wonders out there!). But once they get to that point, it's about what they need to do to keep going as a successful artist who releases new material continually and continues to get no.1 hits. The same notion applies to talent leaders who have impressed in their first year.”

Craig Sweeney, EVP of global strategic talent solutions, WilsonHCG



Jot down a list of your key stakeholders and split it in two. Note the stakeholders you impressed in your first year and the ones you didn't so that you can progress in year two.

From a people perspective, you need to think about how you can get closer to those in the wider business. True leadership isn't just about fixing today's problems, but also the future problems you'll encounter (and will need to solve). You must take a 360-degree approach to the development needs your organization is going to have and anticipate what's coming around the corner. It sounds obvious, but you really need to fully understand your company's overall business strategy and objectives to ensure your talent acquisition strategy for the next 12-months (and beyond) aligns and supports the business effectively.

Complete? **Yes** **No**

Continue to build relationships with your global counterparts.

If you're not the global talent acquisition leader at your organization, make sure you continue to work on building relationships with your regional counterparts. You probably focused on the core markets in your first year, but now as you move into your second year, you need to add other locations into your strategy. In such a competitive talent market, sourcing the right talent, regardless of location, is essential. Your internal processes must be agile because of how fast the global market can change. Business cycles are a lot shorter than they've ever been. A recession, for example, could last a few quarters rather than a few years and you (and your global counterparts) need to be able to react at speed.

Complete? **Yes** **No**



Successful stakeholder engagement in year one

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Stakeholder targets for year two

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Strategically re-assess your team and the skillsets within it.

One of your main tasks as a talent acquisition leader is to think about how you (and your team) can continue to add value to the business. For instance, what could your team achieve if you had a dedicated strategic sourcing function? You need to be thinking about the future and whether there will be a specific talent requirement that your team will need to meet. Horizontal pipelining, for instance, could be a consideration for the future to help you land talent. If you don't have the resources for this, consider an external partnership.

Complete? **Yes** **No**



CRAIG'S TOP TIP

This hyper-competitive talent market isn't going to change anytime soon, so think about how you and your team are going to continually access the talent your business needs.



Team skills assessment

Skillsets you have

Skillsets you need

What to prioritize

Risks

Create a high-level operational year in review roundup of the talent acquisition function.

We're all so busy caught up in the day-to-day that achievements can quickly be forgotten. A true leader's role, talent acquisition or otherwise, is to remind your team (and stakeholders) of the progress the talent acquisition function has made. Think about your success strategically rather than operationally. For example, what successes have you seen over the past 12 months in talent pipelining? What about the progress you've made in data and analytics? Has having access to greater market intelligence (presuming you have, of course) helped the business to meet its wider goals? And what about automation? Be sure to explain (briefly) what the team has been able to focus on because they've been leveraging automation too.

Complete? Yes No

Check in with your networks (regularly) and seek advice on what's next.

Speak to your peers as often as you can. Do it at industry events (in-person and virtual), during roundtables and consider joining some membership organizations (like the [Forbes HR Council](#)) to discuss the latest talent acquisition trends. Ask your peers what challenges they're facing and how they're combatting them. Remember, all advice is good, but just because a specific solution worked for one organization, doesn't mean it will work for you, or your company, as every business has unique needs.

Complete? Yes No

TOOLKIT:

Talent acquisition budgets: How to get exec buy-in

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PROCESS

Perform a process review and make improvements.

As a talent leader, you'll know more than anyone that talent acquisition isn't linear — it's a cycle of continuous improvement. Your job as a leader is to continually revise assumptions, approaches and processes so that you and your team can realize your goals. Process improvements are a key part of this. Conduct a value and benefits analysis to see if there are any added efficiencies to be gained from your processes and the technology that supports them. Consider segmenting processes by business unit, role types and locations. And depending on the results of your value and benefits analysis, you could look at whether a third-party talent partner could help with scalability, optimization and so on.

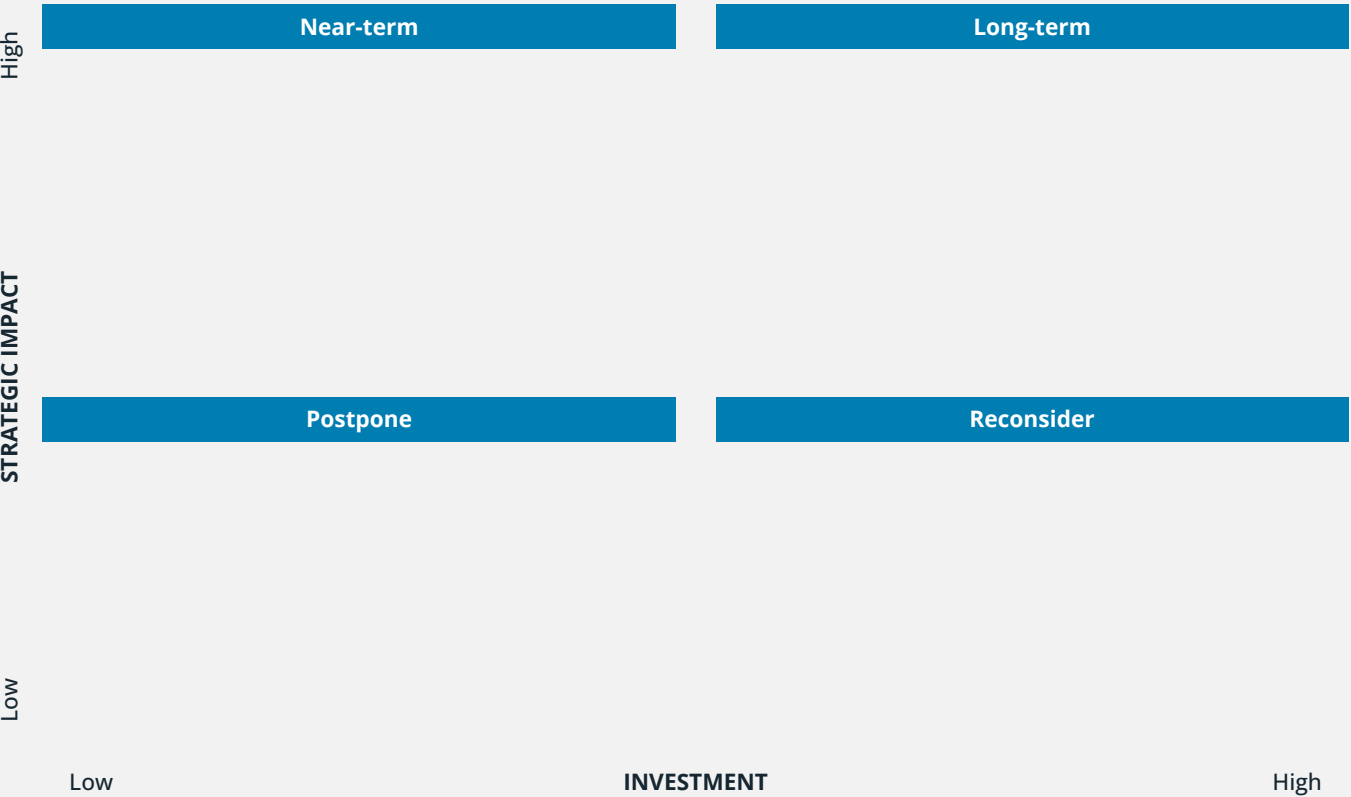
Complete? Yes No



Review your priorities (regularly).

Put checks and balances in place to reassess your priorities every six months to ensure you're responsive to changing needs in what's a highly evolving talent environment. This ensures you're still able to capture the talent the business needs in the short and long term. Don't be afraid to alter your priorities if you need to. An economic downturn for example, could push some priorities back, or bring them forward. The COVID-19 pandemic was a prime example of how quickly things can change, so be prepared to pivot if you need to.

Complete? Yes No



Review all your supplier contracts (again).

Go back to your first review (it probably seems like a lifetime ago now!) and think about whether you're still getting value and pay particular attention to the contracts that are due to expire. Incorporate all your suppliers in your review from those that provide people analytics to programmatic advertising and so on. And do the same with your strategic talent partners. Don't be afraid to pivot and move away from original contracts (with advice from your legal team) if they aren't bringing value. And take budget requirements onboard too when conducting your review. If your budget gets cut, you might need to make savings and so could do this by not renewing one of your contracts or by opting for a new tech platform that performs multiple tasks.

Complete? Yes No

Conduct a partnership evaluation.

Okay, so, you've been in your role as a talent acquisition leader for 12 months now, which means you should have first-hand experience of how successful (or unsuccessful) your strategic talent partnerships are. Evaluate all your partnerships, whether that be technology, staffing, executive search, assessments or outsourcing. Create a matrix and score each provider accordingly. This will help you better identify areas for improvement and may give you some leverage for re-negotiating contracts that are coming to an end. Remember, the key to success in year two is to strategize and continually innovate while reacting to the ever-changing market.

Complete? Yes No

WHITEPAPER:

How talent partners drive long-term, sustained business results

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If you're considering a strategic talent partner, discuss your core objectives with potential partners first.

If you're seeking a partnership with a strategic talent partner, whether that be an RPO provider or executive search partner, there are some key themes that should be covered with the providers that make it onto your shortlist. To drive business objectives, you need to ask about innovation, talent acquisition expertise, hiring scalability and proficiency in data and analytics. If you already have an established strategic talent partnership, use the questions below as part of your annual review.

Complete? **Yes** **No**

- | | |
|---|--|
| 1. What does "innovation" mean to you in partnership with our organization? | 5. Do you have an available, qualified "bench" of resources if we have an immediate need to scale? |
| 2. In what ways can your team set our organization up for long-term success? | 6. What tools do you have in place beyond "people," and how will they be leveraged to ensure we meet our targets? |
| 3. What training do you have in place, either regionally or globally, to ensure the continued growth of your recruiters and sourcing teams? | 7. We want to enter a new market but need insight into the region's labor market and how our competitors are performing. In what ways can you help in this area? |
| 4. In the face of high demand and low supply, how can your recruiters find the right talent beyond what other talent providers can provide? | 8. What trends might predict/inform what we can expect in the months ahead? |



CRAIG'S TOP TIP

There are many more questions to ask, (**reach out** if you'd like more advice), and check out the blog posts below for more helpful information.

Questions to ask when considering an RPO partnership

[Read now →](#)

10 tips for developing an effective RFP for RPO

[Read now →](#)

Expand your focus from permanent hires.

During your first 12 months, you'll no doubt have focused on permanent hiring, but now is the time to expand upon this and start thinking about contingent talent in more detail. And as skills shortages continue to stifle growth in most sectors, it's more pertinent than ever to consider the role (and benefits) that contingent talent could play in your talent strategy. Work with stakeholders across your organization to determine which skillsets are business critical in the short, medium and long-term and consider the impact contingent workers would have.

Complete? Yes No

Continue to develop your employment brand and the tools and tech that support it.

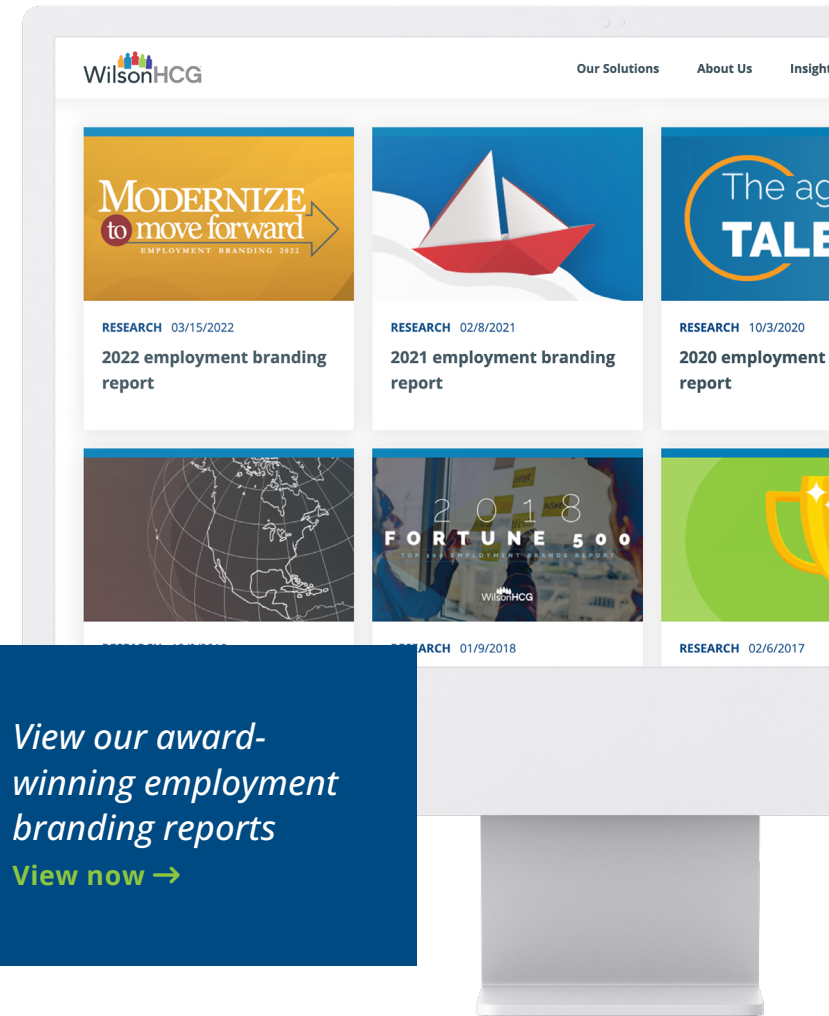
Employment brands aren't static. You need to continually update them to ensure they truly align with your employee value proposition. Think about the tools and tech you use to support your brand. Do they ensure your brand reaches your target audience? Are you using programmatic advertising, CRM tools and chatbots to engage with your target audience? If not, you should be. And what about your brand partners? The role of branding has changed. You need to raise awareness of your brand long before candidates end up in your talent pool and then you need solid engagement strategies once they are in your talent pool. The more you elevate your employment brand, the easier it will be to engage with candidates. And don't forget to ensure your brand caters to contingent workers, especially if this segment makes up a large portion of your workforce.

Complete? Yes No



CRAIG'S TOP TIP

For those with strategic talent partnerships or RPO, **employment branding strategy** is something that's typically covered within these partnerships, so don't be afraid to let your talent partner to take on the review on your behalf.



TECHNOLOGY

Evolve your technology roadmap to drive innovation.

Review your talent acquisition technology stack and see how it compares with your current candidate journey. Would it benefit from more tech to help generate efficiencies and speed up the candidate journey? Your baseline should already be in place; this step is about how you assess it and make it better over time. You can use the data you’ve captured over the last 12 months to make improvements and efficiencies - you’re in a better position now to make decisions that work for you and your organization’s unique challenges as you have data to use as a benchmark. If you’re thinking of implementing new tech platforms, such as chatbots, programmatic advertising and so on, make sure you lean on the technology providers. Ask them to supply use cases, so you can use this in your pitch for change.

Complete? Yes No



Technology implementation

Use the chart below to map out the new tech platforms you need and what will be involved in the implementation phase.



Advance your market intelligence strategy.

As a talent leader, you'll already know the value of market intelligence. It can help you and your team better understand the **total addressable talent market**, creatively source talent, build candidate personas and position your company as an employer of choice. But is the platform that delivers your market intelligence performing as it should? Are the results still accurate? You need real-time labor market intelligence to conduct effective competitor analysis and make educated real-time talent acquisition decisions that align with your overall strategic hiring initiatives. If you don't have access to real-time labor market intelligence, you need to get it.

Complete? Yes No



Financial Services Global Supply



Gender & Ethnicity

	Female	Male	Total
Asian	10.22%	33.56%	43.78%
Black	1.74%	9.74%	11.48%
Latino	1.82%	7.32%	9.20%
White	4.44%	30.68%	35.33%
Total	18.23%	81.77%	100%

CRAIG'S TOP TIP

Collate data from all your recruitment technology platforms alongside any market insights tools such as **people analytics**, into comprehensive, user-friendly dashboards. The data can then be compared to market trends, demographic data and other insights to create an advanced overview of talent solution performance and any trends in the market that may have an impact on future talent strategies.



Grow and diversify your talent pipeline.

The whole point of a **talent pipeline** is to provide a pipeline of candidates for both immediate and future roles. But, how often do you assess your talent pipeline and the technology you use to support it? You should be doing this often, especially if you're struggling to fill open roles as that would suggest there are improvements to be made. When you're carrying out your assessment, be sure to keep the strategic objectives, such as diversity and inclusion, top of mind. You can then add other channels and implement new technology to ensure you're pulling candidate profiles in that will be suitable for future roles. And don't forget to check if your engagement strategy is working.

Complete? Yes No

Talent pipelines: Why they are essential

Read now →

The checklists and templates in this toolkit are designed to highlight some of the core, strategic tasks that talent leaders should be doing after their first year in a new role as a talent leader (it's by no means exhaustive). Let this toolkit act as a guide to help you continue to make progress after what will have no doubt been a busy first year.

If you need advice on how to continue to make an impact and drive results, please reach out. We'd be happy to help.

Talk to our experts



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