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RESEARCH REPORT

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# Talent Acquisition's Evolution to Strategic Business Partner

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Senior leaders may periodically meet with talent acquisition teams, but when it comes to important business decisions, recruiting's input is not often sought and even more rarely is it considered vital.

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Talent acquisition is a business priority. Yet, senior leadership is slow to recognize the importance of talent acquisition.

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For some companies, talent acquisition has transformed over the past decade from a back-office function to a strategic endeavor and a business priority. For other companies, this transformation is just beginning.

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What's measured matters. Making TA more strategic will require changing the performance measures — and a senior management that hears its recruiting team and acts on what they say.

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Strategy is based on information directly from the business leaders, not filtered down. It takes a lot to get there.

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With the right people, processes and technology, organizations can overcome their talent acquisition challenges.

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In the competition for talent, building an attractive brand must be a key part of a recruiting strategy.

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Talent acquisition has a unique opportunity to play a critical role in business outcomes. It must understand what those priorities are and then build a framework for people, process and technology that will support that.

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# EXECUTIVE SUMMARY

**A**fter years of discussion about how human resources needs to more directly support organizational goals and objectives, TLNT research finds the most potentially strategic function in any business – talent acquisition – still has no 'seat at the table. Performance is evaluated on mostly quantitative metrics. Despite a talent competition so keen even critical jobs are going unfilled, TA budgets have barely kept pace with inflation, let alone increased.

To be sure, in some organizations – and not necessarily the largest – talent acquisition is exerting an influence over business decisions. But by and large, at the majority of organizations, senior management doesn't regularly meet with TA to discuss how recruiting can help meet business goals. And this despite meeting with TA as often as every month or more.

## Key Findings

- ▶ Only 28% of organizations regularly consult their TA teams about important decisions. 39% rarely, if ever, do.
- ▶ TA has little ability to influence business strategy or goals. Only a third of all respondents agree that business strategy or goals are adjusted as a result of recruiting's input. 41% disagree they exert any influence at all.
- ▶ 56% of respondents report their TA leaders and teams meet with senior leaders of the business at least monthly. Yet, not even half say that makes their leaders "very informed" about talent acquisition initiatives.
- ▶ Budgets have a role in constraining whatever ambitions TA may have to play a more strategic role. For 36% of organizations, their TA budget has either been cut or is unchanged over the last four years. For 17%, the increase has been under 6%, not even keeping pace with inflation.
- ▶ The most common metric by which recruiters are evaluated is their time to fill. Only one clearly strategic measure – quality of hire – is among the top five performance metrics.

