

Organizational Efficiency: Unlocking Productivity In Your Workforce

Introduction

2022 has brought economic uncertainty, geopolitical tensions, and continuing global medical crises. If COVID-19 taught businesses the value of the quick pivot, the current picture reinforces the need for business agility: and this relates as much to your people – the talent in your organization – as it does to products, distribution, operations, and other elements of your business.

Economic uncertainty brings with it the threat of hiring freezes, reductions in HR resources and hits to headcount. 83% of CHROs say their companies are considering or have already reduced overall headcount.

Even amidst uncertainty, employees continue to evaluate their work/life balance and the priorities they hold dearest, and the “Great Reassessment” isn’t slowing down: in the Beamery Talent Index (Fifth Edition), 53% of people said they were considering leaving, or were leaving, their job in the next 12 months. This percentage has hardly changed over the last two years.

Against a backdrop of hybrid working, changing market needs and the pandemic, a whole new set of skills are being demanded by companies undergoing the necessary digital transformation. As skills gaps grow, closing them is essential to navigate future disruptions. As a business leader, you will need to:

- Assess the skills that your workforce has already, and those that will be required in the future.
- Find efficiencies in your recruitment processes, by taking a more proactive approach and embracing AI.
- Provide opportunities within your organization for reskilling, upskilling, and redeployment of talent.
- Use technology and quality data as a way to get the right people working on the most suitable tasks, efficiently.

DOING MORE WITH LESS

For businesses, especially large enterprises, workforce issues are going to be the biggest challenge, regardless of what economic situation transpires next. Finding ways to do more with less is key. You may need to restructure your Talent Acquisition team, or ask them to work across more projects and tasks. But there are plenty of ways to unlock productivity and make those efficiency gains without necessarily reducing headcount. These are the topics we cover in this report:



Taking a skills-first approach, with a smart new talent data strategy

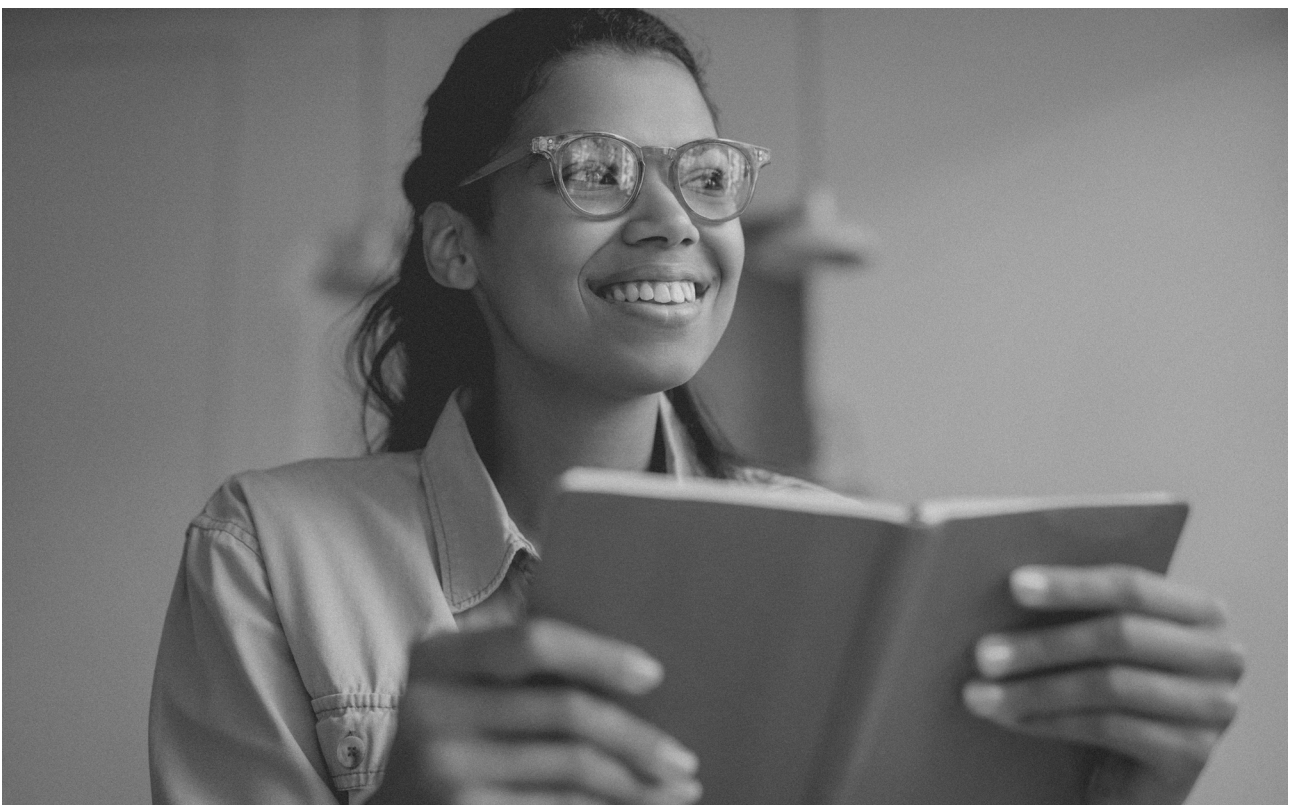


Embracing technology, for smarter, more efficient hiring



Launching an Internal Mobility program, and unlocking productivity with a Talent Marketplace

An organization's ability to change direction quickly is becoming a key factor in whether it will thrive or die. Applying agility when it comes to the workforce is only possible with a new approach to talent management; a rethinking of how roles and people are categorized, and a holistic view of the whole talent lifecycle.

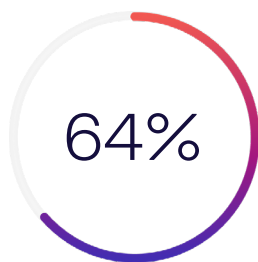


Step One: Take A Skills-First Approach

The first step for any company that wants to become more efficient and productive is to assess its talent landscape properly: understand the capabilities your organization has, and doesn't have, by looking at people and roles through the lens of skills.

It is not enough to simply know the job titles that people have, or the experience of your top talent. The important thing is to understand employees at the level of actual and potential skills, and to understand roles – both today's and those needed tomorrow – in terms of the skills needed to perform them.

Taking a skills-first approach helps recruiters cast a wider net, while still ensuring that the individuals you identify as quality candidates actually have the skills to be successful in the role. It's about moving from "who can do this?" to "who could do this?" – removing bias from the hiring process at the same time.



64% of TA and HR professionals are feeling pressure from their CHRO to focus on skills this year. ([Aptitude Research](#))

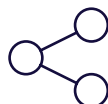
A NEW DATA STRATEGY: THE CHALLENGE

Organizations have been trying to gather intel on the skills and expertise they have within their workforce, but it's not an easy task. Data, often out of date, is spread across lots of systems and tools, making it hard to not only get an accurate picture but to get a joined-up view based on people's potential, their motivations, and their desires. You can't unlock efficiencies without a smart approach to skills data. The challenges we have seen tend to fall into these categories:



Definition:

What is a skills-first approach? What is our skills taxonomy? What is our job architecture?



Integration:

Connecting lots of different HR systems i.e. making sure they speak the same 'language'.



Maintenance:

Once you have defined a taxonomy/architecture, how do you keep it up to date? Roles and people are changing too quickly.



Context:

Can you understand skills in context – specific to your industry, for example? Can you gauge seniority and proficiency?



SOLVING THE SKILLS DATA CHALLENGE

Understanding roles

You need a job architecture, based on skills, that works for your business. Going beyond basic classification, this infrastructure of tasks and projects within the organization will include levels, role naming conventions, grades, the criteria for career movement, and of course compensation. Of particular importance is career paths: you need to have a job architecture that is transparent and shows people the career paths open to them, and what skills they need in order to grow.

Understanding people

The next step is understanding your people. People are more than just a fixed job role: they have capabilities, aspirations and potential; they have skills and attributes that are frequently overlooked in traditional organizational design.

Your team should be undertaking skill audits to give you a clear picture of your global talent pool. Pull in skills data from your whole talent pipeline – candidates and alumni as well as employees – to aid hiring, retention, engagement and development.

Enhancing data

It is helpful to enhance talent data with external sources, and bring in third-party insights related to the wider job market. This provides useful benchmarks, and high quality data (in decent quantities) to analyze in a meaningful way.

From there, predictive applied AI will enable you to understand what skills you need to hire now and in the future. Discover how you can build a diverse team that will attract the next generation of workers, who is most likely to leave (and how to retain them), and what to do in various future scenarios.

THE UNIVERSAL SKILLS PLATFORM

To get to a place where skills data is helping you unlock productivity, companies need an approach for interoperability of things that pertain to skills – gigs, courses, jobs, experiences – and definitions of skills (including proficiency, seniority and adjacency) that allows those things to be mapped.

The [Universal Skills Platform](#) from Beamery is based on a powerful data foundation, and uses explainable AI to unify skills taxonomies and different phrasing across HCM data. It provides a single, skills-based language that can be applied across the talent lifecycle.

With the Universal Skills Platform, data processes are automated to keep skills timely with a single, dynamic taxonomy. For the first time, skills become transferable between systems, establishing one source of truth. Businesses get accurate, complete, recent data about the skills in their business, and higher quality insights around candidates' skills, proficiency, and potential to overcome limitations around skills from different industries.

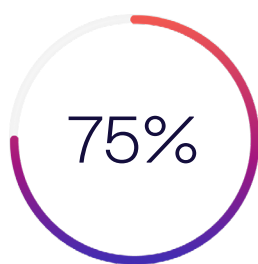
There is also flexibility to add new sources of data, which future proofs the entire HCM tech stack as datasets are kept up to date and synchronized... and makes every new decision about an HR vendor less stressful.

Step Two: Embrace Technology For Smarter Hiring

A key area in which to find efficiencies in challenging times is recruitment. Technology can help in both reducing the effort and cost associated with hiring, and in helping HR teams make better decisions, to save time and money in the future.

FIND EFFICIENCIES WITH A TALENT LIFECYCLE MANAGEMENT PLATFORM

You likely already have an Applicant Tracking System (ATS): a workflow and compliance tool that manages applicants and the application process. But what you need is an ecosystem of all passive and active candidates, as well as everyone who has previously applied to your company. Going beyond a Talent CRM, a Talent Lifecycle Management platform is a complete talent intelligence hub; the engine that drives your sourcing team, lets you create talent pools, and helps you build and nurture relationships with passive talent.



Appian has cut sourcing time by 75% after implementing a Talent Lifecycle Management platform from Beamery

Start proactively sourcing candidates

The ATS is entirely reactive: you can only use it to deal with candidates that have actually applied to roles. With a Talent Lifecycle Management platform, you can target the prospects that you really want, and build new relationships. This means bringing together, nurturing and resurfacing previous candidates, ‘silver medallists’ (those who were close to being hired), alumni, and any other talent profiles that seem like a good match for your organization. Some platforms also let you see employee data, so you can consider internal talent when sourcing for a new vacancy.

You can get ahead of demand with a steady flow of qualified talent (added to specific ‘pools’, to help with categorization), who can turn into applicants and employees later.

Enjoy better collaboration & automation

Recruiting teams should be able to seamlessly share notes, track candidates, develop and nurture leads, and document activity collaboratively and transparently across your entire organization. Modern talent management systems automate the majority of the recruitment process, “heavy lifting” and admin that you waste your days on, and let you get back to the important stuff.



Moreover, while your organization might be sitting on out-of-date and unusable data about former applicants or potential candidates, the right tool can automatically keep your data current, and then let you target the best of these previous applicants for open roles.

Fill difficult roles, faster

Certain roles will always get floods of applicants. But if and when you're hiring for leadership positions or STEM roles, for example, you need to build a pipeline of candidates and nurture relationships. Simply posting job adverts won't work. It's here that the platform comes into its own: it helps you build a talent pool of non-applicants that fit your culture.

Reveal the most effective marketing methods

Careers fairs and online campaigns are a great way to build your employer brand and attract passive candidates, but ROI is tricky to measure. A good Talent Lifecycle Management platform will track attendees to your events and prospects from your campaigns automatically. It will help you nurture those fledgling relationships and give you the numbers to prove which initiatives are most valuable.

GETTING RESULTS FROM A TALENT LIFECYCLE MANAGEMENT PLATFORM

How do you ensure that the technology actually does save you time and money, and helps you find the right talent for every role?

1. Get all your contacts in the database

The first challenge is to get all the relevant insights – candidate contact details, skills and experience information, and requisition history – into the Talent Lifecycle Management platform. Once this is done, you will have a single source of truth around candidate data. One thing to consider is setting up a Talent Community as a first stage. Start collecting data from people who are interested in working at your company, but aren't ready to move yet, or haven't spotted the perfect role.

Even then, there may be some missing pieces and incomplete data. If you decide to kick off an apprenticeship program, do you have likely graduation dates in there for each contact, for example? Check that your vendor can help you fill those data gaps efficiently. You should also see how your vendor stacks up in terms of data migration and integrations.



2. Automate processes

A good Talent Lifecycle Management platform isn't just a database or CRM. It will allow your teams to group candidates together in Talent Pools, and set up rules to do this automatically, making it easier to identify a number of relevant suitable candidates for the roles you are hiring for – and, more importantly, creating efficiencies amongst your recruitment team. Ideally your data would also stay up to date automatically, saving you time with manual updates.

3. Engage candidates

Your Talent Lifecycle Management platform should offer a range of options when it comes to staying in touch with those in your talent pools, in order to keep them engaged, and excited to one day join your company.

As well as bespoke communications, you should consider sending dynamic marketing campaigns to targeted groups, keeping them abreast of open vacancies (relevant to their skills), news about your company (your employer brand) and any awards or accolades you want to brag about. These campaigns can also be automated based on preferences, and should keep leads warm so that they are quick to apply (and join) when the ideal role opens up.

4. Proactive recruitment

The ideal 'end state' for power users of a Talent Lifecycle Management platform is that they can become proactive recruiters. In other words, they don't start from scratch with every new open vacancy. With such a system, you can have tens of thousands of warm leads: contacts who are engaged with your brand, and contextual data about their skills, interests and how closely they've been following your employer brand updates.

Proactive recruitment means you can plan for the workforce of the future: if you know what departments, locations or skill profiles you will need (en masse) in 12 months, you can start collecting insights on ideal candidates now, and keep them warm until it is time to fill those roles. It is likely you will find the right workers quickly, and the hiring and onboarding process will be smoother, especially if they are candidates who have been 'resurfaced' from past job openings, or people who have gone through the process before. This is when Talent Lifecycle Management really delivers impressive ROI, and makes a huge difference in organizational efficiency and productivity.

Thanks to Talent Pools and automation powered by Beamery, [VMware](#) has seen the following results:



6,819

hours of recruiter time
saved in just one quarter



~\$700k

saved in terms of recruiter
productivity over 2021



8,900

resurfaced candidates
received a job offer in 2021

BETTER HIRING THROUGH AI

In times of economic uncertainty, People teams should be focused on quality, not just quantity, when it comes to hiring. AI-powered solutions can help recruitment professionals in several ways:

Match candidates based on skills

AI helps you evaluate candidates based on skills, with a degree of automation, to highlight those people most suitable for a given opportunity. Using AI to match roles and candidates, based on (relevant) skills, helps HR teams score applicants against what hiring managers are looking for – giving TA teams a streamlined, consistent view of fit, and saving them time by focusing on quality candidates first. AI can also help give you context around skills: are these skills relevant for this industry, how do we glean seniority and proficiency, and how do we ensure similar sounding skills don't get confused.

AI can also help you discover contacts who might not have been considered within a more manual process. As algorithms learn which skills tend to be relevant for which jobs, and infers the skills someone might have or learn in the future, it can recommend people for open roles. Make sure the AI-powered recommendations can be explained: you need to know not just who's a fit, but why the system suggested these candidates for review. In turn, explain recommendations and decisions to candidates.

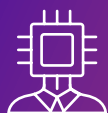
AI can also look at how often certain characteristics appear amongst your top performers to find relevant contacts for Sourcers and Recruiters, getting as close as possible to their ideal candidate profile.

Prioritize hard-to-fill roles

Another useful application of AI, when it comes to more efficient hiring processes, is to sift through the roles in the system and work out which roles will be hardest to fill (i.e. you have a low amount of contacts in your Talent CRM with relevant skills) and how long it is likely to take to fill, based on skills data as well as broader market insights. This can help recruitment teams prioritize the right things, and get started quickly (or apply the extra effort) for the more challenging positions.

Reduce the time to hire

As AI can match the ideal candidate to a role, it makes the hiring process more efficient. It should also be able to explain how contacts have been prioritized (why one ranked higher than another) to help recruiters make good decisions quickly. AI can also help recruitment teams predict the overall length of time a candidate will stay within their current role (their propensity to leave) and their likelihood to engage, so they can focus their time on the most valuable contacts.



Beamery helps hiring teams identify the candidates their competition can't find, with explainable AI-driven candidate matching suggestions that are based on skills, proficiency, and potential.

“The AI-powered Candidate Matching feature is my favorite, because it now allows recruiters to easily find and review relevant talent for every role. It truly minimizes the manual work of sourcing, and encourages more meaningful connections.”

– Steven Duncan, Assurant

Step Three: Launch An Internal Mobility Strategy

In order to best find efficiencies and unlock the full potential of your workforce, you need to look within. With a robust understanding of the skills inside your organization, you can think about upskilling talent you could otherwise lose, and offering short-term or long-term redeployments for employees to get the most important work done, quickly.

Matching the right employees to the right opportunities efficiently means you can innovate better, and get to market at speed, responding quickly to changing market conditions and the competitive landscape.



80% of people would be likely to stay in their current organization if they had more opportunities for internal moves, or were given training to move into a new role within the business. ([Beamery Talent Index Fifth Edition](#))

INTERNAL MOBILITY WITH A TALENT MARKETPLACE

A proper internal mobility strategy looks at the most effective and efficient way to get people in the right roles, and forms part of a wider Talent Lifecycle Management approach. It seeks to get the best from the people in your business (engaging, retaining and developing them) while plugging skills gaps that emerge... with less of the cost and time inefficiencies of hiring externally.

A Talent Marketplace is a system or platform within an organization that aids internal mobility, by matching people with jobs.

More specifically, employees can find and apply for gigs, projects, and full-time roles – or mentoring, training or development opportunities – that match their interests. They can share their skills and aspirations, and the system will recommend opportunities that may be of interest, as they arise. Employees can take a more proactive role when it comes to their career, while businesses can deploy and redeploy talent 'on demand': a familiar concept in our world, with consumers already comfortable with the ride-hailing, food-delivery and travel apps making their lives more convenient.

There is a clear benefit for employees. But for businesses and HR teams in particular, the payoff is huge. A well designed Talent Marketplace can help you allocate skills better, develop your workforce correctly, and hold on to top talent – to save time and money on hiring.

GETTING STARTED WITH A TALENT MARKETPLACE

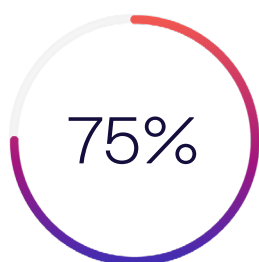
When you introduce a Talent Marketplace, there are a few key tips to make it successful:

1. Think skills (and potential) first

As we have already touched on, a successful and efficient talent strategy rests on a clear understanding of skills.

Before setting up a Talent Marketplace, you will need to ensure you have the right skills taxonomies in place – an approach we explained earlier. Additionally, businesses must adopt a new perspective. That is: Believing that the talent in your business is composed of individuals with a living, evolving set of skills; with dynamic levels of proficiency. They are not static collections of requirements that fit an existing open role. This is where an AI-powered Talent Marketplace will help you not only keep on top of raw skills data, but contextualize those skills in terms of proficiency and seniority, for your industry.

Everyone in your business should understand why skills matter: why there is a focus on identifying and improving skills, and how the new Talent Marketplace will bring numerous development benefits. Making 'skills' the currency of your organization will provide the right basis for a successful Talent Marketplace.



75% of CHROs are interested in Talent Marketplaces as a way to deliver on a skills-based approach.
([Aptitude Research](#))

2. Make it part of a holistic strategy

True talent mobility is about more than just a platform: it needs to be part of a wider strategy that looks at talent holistically. Implemented correctly, it could help businesses with decision making across every stage of the talent lifecycle.

A Talent Marketplace lets talent teams see what skills they currently have at their fingertips. In other words, you can see and assess your total talent universe (candidates and alumni as well as employees) in a fair, objective way. You can identify the skills that you need and the adjacent skills your candidates can learn, and use it as a central tool for workforce development.

3. Embrace flexibility

With the implementation of a Talent Marketplace, you will need to be ready to embrace more agile ways of working when it comes to internal recruitment, new methods and tools for learning and development, and handing over some 'responsibility' for hiring decisions to smart technology.

You will also need to be prepared to remove departmental silos, and – as we outlined – shift your focus from experience/qualifications to skills and potential.

4. Rethink incentives

Internal mobility faces a stumbling block because often managers are incentivized based on the performance of their team, rather than their contribution to the overall business. While keeping the 'best' talent on your team may be good for your metrics in the shorter term, it won't aid engagement and retention, because it is often to the detriment of an individual's career aspirations or learning goals. Consider if managers should be rewarded not for keeping people on their teams, but keeping people within the organization.

5. Explore new methods and tools for learning and development

A Talent Marketplace allows you to get the best from the people working in your company. By letting them move desks instead of companies, you keep the knowledge they have gained inside the company: but you also expand it. Through internal gigs, short-term projects or full-time moves, employees will learn new skills, think differently about challenges, build new relationships and ultimately make every team more efficient. (And a smart tool will keep that information up to date in real time.)

But a Talent Marketplace alone will not ensure that learning is harnessed, measured and applied correctly across the organization. As people move more freely throughout the organization, you need to ensure that HR is poised to approach L&D in new ways.

UNLOCKING PRODUCTIVITY WITH A TALENT MARKETPLACE

Investing in the right technology to enable internal mobility, and ensuring departments can share and redeploy talent seamlessly, will help proactive companies stay lean and efficient during economic crises.

Redeploy talent on demand

A Talent Marketplace can dynamically match skills inside the business with the skills needed for particular important tasks, letting you redeploy talent where it is most needed.

We are familiar with the gig economy: the new flexible approach to work, made famous by taxi and food delivery companies. A Talent Marketplace gives you an internal gig framework that connects your employees with opportunities, including short-term gigs, inside the organization.



Offering short-term gigs to existing employees ensures work gets done, quickly and efficiently, by people who already have organizational know-how. It also satisfies the needs of a changing workforce: as people reject the traditional 9-to-5 in an office, and the hierarchical structures associated with business of days gone by, they are gravitating towards a more flexible approach that offers something akin to freelancing: “experiences and skills” as well as “careers”.

Of course, a Talent Marketplace helps you redeploy talent on a longer-term basis too. As employees move around inside an organization and pick up new skills, your company can hold on to critical company knowledge, and develop the expertise of the people you’ve already hired and trained.

How easy is it for people to identify and apply for open roles in your organization? In our latest [Talent Index](#), we found that 56% of respondents had access to all job openings in their company, but only 35% said it would be easy for them to move within their department. Just 29% said it would be easy to move to a different department.



Upskill employees to unlock potential

According to [Aptitude Research](#), 60% of companies say they do not have the skills in their workforce to be successful, but only one in two companies connect talent with learning and development opportunities. [Mercer](#) found that 32% of executives would accelerate reskilling in the event of an economic downturn.

It's less expensive to upskill or reskill – to train and retain employees – than to hire someone new, and it gives employees a new level of expertise and job satisfaction from gaining a new competence. Approaching workplace assignments with agility also leads to upskilling and cross-skilling, as people will learn new skills to work in a different part of the business.

All of this can be facilitated through a Talent Marketplace. Employees can find suitable roles alongside the resources they need to get there: training opportunities, internal gigs and mentors. They can see a virtual 'career map' with various options for their growth and development. As a business, you can find people to fill skills gaps you have now and will have in the future. Resource proactively, based on data and visibility around skills.



Boost Engagement & Retention

The threat of economic downturn isn't changing people's job-hunting habits: Over two thirds (69%) of people we surveyed for the [Talent Index](#) (Fifth Edition) said they would be confident that they would be able to find a new job in the current environment, and 55% of respondents told us it would be "likely" they would look for other roles at other companies, in the event of an economic recession.

Meanwhile, [Aptitude Research](#) finds that HR teams are struggling to fill roles: 78% of recruiters state that it is harder to find talent this year than last year, and one in two companies have higher turnover this year than last year.

Get more from your existing workforce and reap the rewards. A massive 58% of respondents to our Talent Index survey said it was likely that, if their company was recruiting externally for a role they were interested in, and they weren't invited to apply or considered in the application process, that they would leave the company.



Companies that invest in skills development are twice as likely to improve retention.

[\(Aptitude Research\)](#)



Companies have seen 2.5x increased tenure with Beamery Grow

Engaging workers by having a system for advancement, learning and appraisal is a huge motivator. They can follow their progress against measurable targets and be held accountable, while also feeling like they can discuss openly where they want their career to go. Talent teams can in turn learn how willing employees are to move around, what roles and progression paths interest people most, and how they can best market to them.



Conclusion

The new world demands agility and efficiency in order to survive and compete. Where people are quitting (quietly or otherwise) at high rates, a new way to unlock the productivity of your workforce is required. A holistic approach to Talent Lifecycle Management – understanding people at the level of ‘skills’, being able to match people to roles, and deploying talent ‘on demand’ – is what’s needed.

Clearly, an investment in the right technology is essential. Moreover, you will have to break down silos, and ensure HR is seen as a strategic partner in the business: talent strategies must be aligned with business strategies.

While HR teams are embracing AI and automation, they can still put people first: offering personalized career journeys and even showing people their potential career paths at an organization before they join. You can be efficient and still treat people well, but it relies on understanding exactly what they can, and could, bring to the table.

CEOs have been saying for a long time that talent is a top priority. Today, with all the challenges businesses are facing, it’s time to make that come true.

[Get in touch](#) to find out how Beamery can help improve organizational efficiency and unlock productivity in your workforce, with Talent Lifecycle Management.

