

# Corporate Recruiting Reports

## Technology

Staffing.org



# Corporate Recruiting Reports

---

# Technology

Turning Users Into Owners

---

Staffing.org



10 Burchard Lane, Rowayton, CT 06853 [www.staffing.org](http://www.staffing.org) 203-227-0186

## Optimizing Staffing Technology

© Staffing.org, Inc., 2012. All Rights Reserved.

Published by Staffing.org, Inc., Rowayton, CT, USA

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1876 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to Staffing.org.

Requests to the Publisher for permission should sent by mail to:

Permissions Staffing.org, Inc. 10 Burchard Lane, Rowayton, CT 06853

or by email to: [searle@staffing.org](mailto:searle@staffing.org)

Limit of Liability/Disclaimer of Warranty: While the publishers and authors have used their best efforts in preparing this Report, they make no representations or warranties with respect to the accuracy or completeness of the contents of this publication and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with independent advisors where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

To ask a question about this report, to contact the author, or to report a mistake in the text, please contact Susan Earle at [searle@staffing.org](mailto:searle@staffing.org).

For general information about our other products and services, call us at +1-203-227-0186 or email [dearle@staffing.org](mailto:dearle@staffing.org).

# Table of Contents

<b>STAFFING.ORG</b> .....	<b>5</b>
<b>OPTIMIZING STAFFING TECHNOLOGY</b> .....	<b>6</b>
THE PSYCHOLOGICAL ISSUE .....	6
EVOLUTION .....	8
<b>REVOLUTION</b> .....	<b>12</b>
A UNIVERSAL PROBLEM .....	12
THE STAFFING ECOSYSTEM .....	13
CHANGE AGENTS & IMPACTS .....	13
GLOBALIZATION .....	15
DEMOGRAPHICS .....	17
TECHNOLOGY .....	18
MATURITY .....	19
FOUR FUNCTIONS .....	21
PRE TECHNOLOGY .....	22
POST TECHNOLOGY .....	22
MARKETING .....	24
BUSINESS IMPACT .....	26
COMPLEXITY .....	28
RAPID CHANGE .....	29
<b>OWNERSHIP</b> .....	<b>31</b>
BECOMING AN OWNER .....	31
MASTERING BASICS .....	32
SCALING THE IT WALL .....	33
OVERESTIMATING TECHNOLOGY .....	34
UNDERESTIMATING TECHNOLOGY .....	36
OWNING THE PROBLEM .....	40

<b>FAILURE TO ACT .....</b>	<b>42</b>
<b>LEARNING THE LANGUAGE.....</b>	<b>44</b>
<b>STEP ONE—TAKING INVENTORY .....</b>	<b>45</b>
<b>STEP TWO—ANALYZING NEEDS.....</b>	<b>47</b>
<b>CUSTOMIZATION .....</b>	<b>50</b>
<b>STEP THREE—EXPLORING OPTIONS .....</b>	<b>51</b>
<b>SETTING EXPECTATIONS .....</b>	<b>53</b>
<b>SHOPPING VENDORS .....</b>	<b>54</b>
<b>UPGRADE CYCLES .....</b>	<b>56</b>
<b>STEP FOUR—COMPETING FOR DOLLARS.....</b>	<b>57</b>
<b><u>TOMORROW .....</u></b>	<b><u>61</u></b>
<b>INTEGRATION .....</b>	<b>63</b>
<b>KEY COMPETENCIES.....</b>	<b>66</b>
<b>DATA WILL BE KING.....</b>	<b>67</b>
<b>RESTRUCTURING.....</b>	<b>69</b>
<b>ONSITE VS. OFFSITE TECHNOLOGY .....</b>	<b>70</b>
<b>MARKET FORCES .....</b>	<b>72</b>
<b>ANTICIPATING CHANGE.....</b>	<b>74</b>
<b>MANAGING CHANGE.....</b>	<b>75</b>
<b>MANAGING RISK .....</b>	<b>76</b>
<b>ADVOCACY .....</b>	<b>77</b>
<b>OWNERSHIP .....</b>	<b>78</b>

# Staffing.org

We are a research, advisory and consulting company that helps employers and suppliers:

1. Understand the changes occurring in the talent marketplace
2. Hire talent more efficiently and effectively
3. Link human capital decisions to bottom line business results

Our most widely known single product is our corporate benchmarking service, which since 1998 has been the de facto U.S. standard for evaluating recruiting efficiency and effectiveness.

Our research targets the issues that 21<sup>st</sup> century staffing professionals must understand, and the actions they must take, if they want to achieve best practice and business leadership. Our current topical reports cover:

Job market trends	Strategic outsourcing
Changing candidate attitudes & behaviors	21 <sup>st</sup> century sourcing & marketing
Evaluating recruiters and recruiter workloads	Mastering and exploiting staffing technology
World-class recruiting efficiency metrics & benchmarks	World-class recruiting effectiveness metrics and benchmarks
Business logic & performance	21 <sup>st</sup> century staffing leadership

Our weekly Research Updates provide summaries from more than 100 sources to keep staffing managers abreast of current developments in talent acquisition and management.

Detailed product and service information is available at [www.staffing.org](http://www.staffing.org).

# Optimizing Staffing Technology

## The Psychological Issue

Paradigm shifts are mental revolutions. When one occurs, our way of thinking changes, and with it our view of the world and how it works. The concept was defined and popularized by Thomas Kuhn in his 1962 book *The Structure of Scientific Revolution* to explain the historical evolution of scientific thought, which he described as “a series of peaceful interludes punctuated by intellectually violent revolutions...where one conceptual world is replaced by another.” Examples include the shift from the Ptolemaic to the Copernican view of the universe and the shift from Newtonian physics to Relativity and Quantum Physics.

Corporate staffing began its technology driven paradigm shift in the late '90s when the Internet gave birth to the first job boards. From the start it was a well-publicized event, which might lead one to suppose that by now it would be well advanced, perhaps nearly old business. But that's not the case. Like other paradigm shifts before it, this one is taking place gradually, restrained by a variety of entrenched and hard to dislodge beliefs.

Within individual companies some of the restraints have been practical, having to do with budgets and upgrade cycles. At the enterprise level, staffing technology is complex and expensive. It's also a moving target. No matter how quickly individual companies might wish to exploit technology for competitive advantage, they simply can't move faster than available funds and infrastructure permit.

## Optimizing Staffing Technology

However, those practical obstacles are diminishing. Each generation of software—and they have been arriving with increasing frequency—is more user friendly, more functional, and better integrated than its predecessor. Suites from single vendors are replacing hard to manage application libraries. And the most recent development, cloud based services, makes advanced technology available to even small employers. From a technical perspective then, staffing's paradigm shift appears to be well under way and progressing nicely.

But from another perspective it's not. Paradigm shifts, as originally defined by Kuhn, are about mental changes, changes in thought, in the way we view the world. Without those additional changes the shifts can be snail-paced. Old ways of doing things remain entrenched, impervious to facts, often for astonishing lengths of time. It took generations, for example, before Copernicus' new view of the universe finally laid Ptolemy's old view to rest.

*"When I look over the 20 years of my career, now is the period of the most impact of technology and disruption to how HR does its work."<sup>1</sup>*

*Donna Morris, SVP-HR, Adobe Systems*

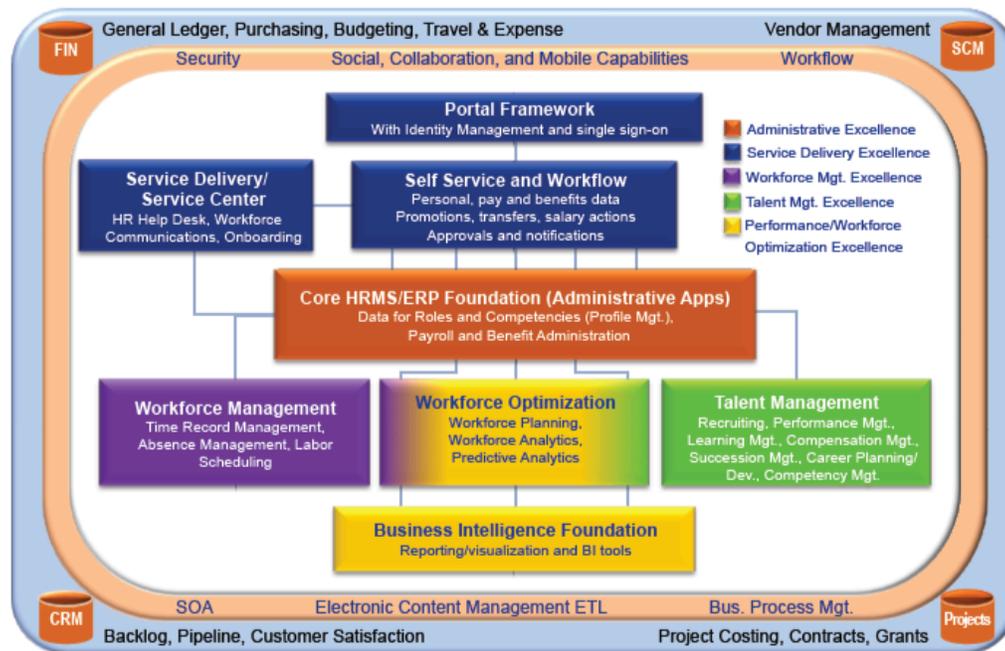
In researching this report on staffing technology we have confirmed that the paradigm shift from the 20th century corporate staffing model to the 21st century model is less advanced mentally than physically. Employers' attitudes about staffing's role and responsibilities have not evolved as far as their purchases of technology would suggest, which means not only that much of the investment is wasted but that the mental paradigm shift is only in its early stage. The tools have improved more than the ways they are being used.

Harmonizing the physical and psychological parts of staffing's paradigm shift to maximize investment and business impact is the subject of this report. As we explain, two old attitudes need our attention: the first being staffing's reluctance to become the owners of the tools that increasingly control efficiency, effectiveness and business impact; and the second being corporate management's reluctance to see the staffing department as more than a place to send requisitions.

## Evolution

Corporate recruiting excellence is now heavily reliant—one might reasonably say controlled—by technology. Yet in the great majority of companies, technology usage is sub-optimized. When technology was evolving slowly, and corporate recruiting didn't rely heavily on it, that didn't matter much. But today it does. Recruiting excellence now depends on the best possible use of the newest possible technology.

Best possible use will not flow from IT department gatekeepers or finance department number crunchers. It cannot be imposed or dictated. It can only come from the people deeply engaged with staffing technology because they need to get their work done. These people fall into two camps, “users” and “owners.”



CedarCrestone, 2011-12 HR Systems Survey, 14<sup>th</sup> annual edition

*CedarCrestone's version of how the functional parts of HR technology fit together. Each of the parts has its own evolutionary trajectory, which makes comprehensive understanding challenging, even for experts.*