ILR CAHRS

Cornell's Center for Advanced Human Resource Studies

Targeted Benchmarking on Global External Talent Strategies


HR

Benchmark Completed November 2019

CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.
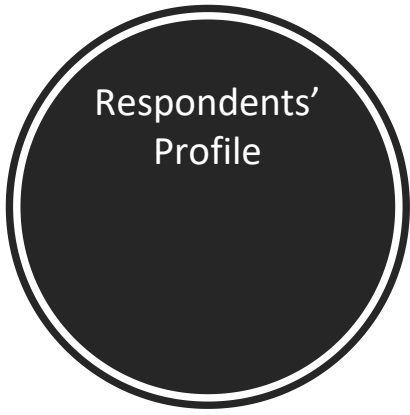
Company	Industry	Global?	Employee Population
A	Software and Information Technology	yes	>10,000
B	Energy	yes	>10,000
C	Information Technology	yes	>10,000
D	Financial Services	yes	>10,000

- 4 CAHRS Members
- All
  - Recently went through and/or continuing to go through significant HR transformation
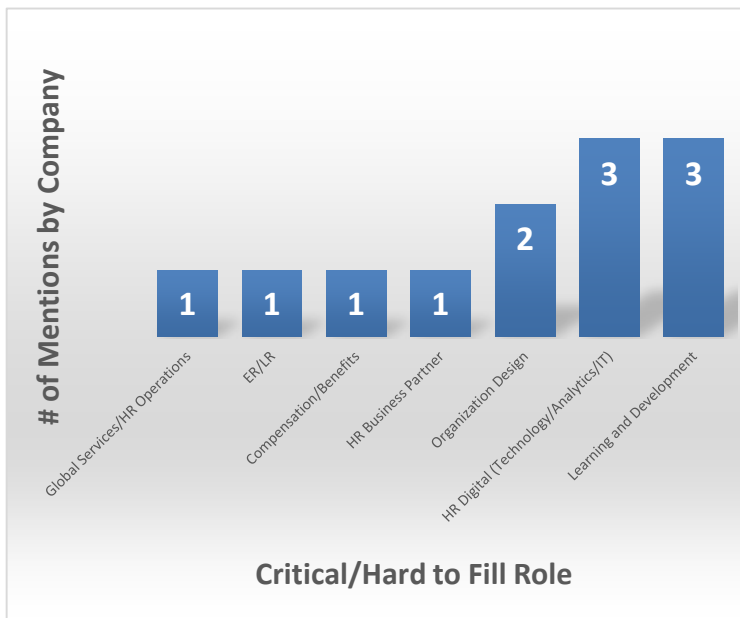 - Work to globalize and standardize process while keeping a local mindset

Questions Asked

1. What are your critical HR roles and competencies that often need to be filled from outside the organization?
2. What regional differences do you find within HR? How do you design talent strategies that are effective globally?
3. What strategies do you use for ensuring these roles are filled?
4. How do you use data to check if the hires into HR are successful or that you've successfully scanned the marketplace for the right people?
5. How do you use data to find out the reasons why a candidate doesn't accept a job offer to work in the HR function?
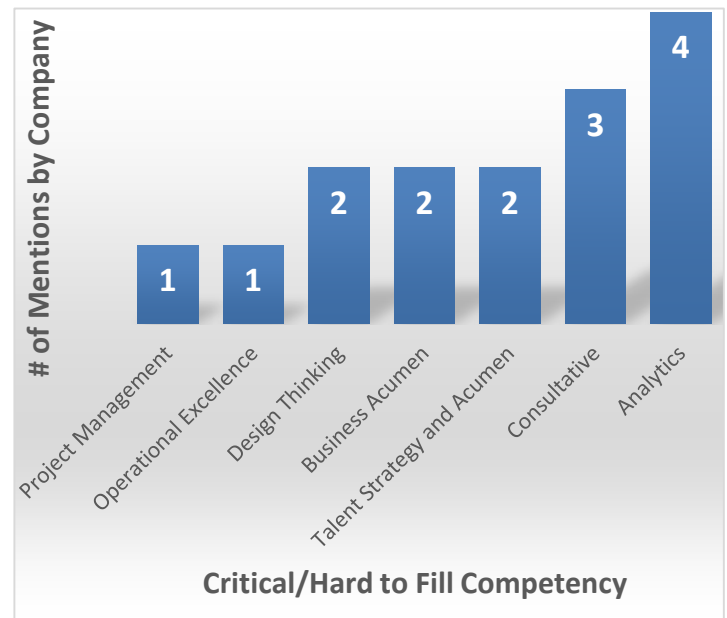
Question 1 Themes

What are your critical HR roles and competencies that often need to be filled from outside the organization?

Roles

Chart: # of Mentions by Company vs. Critical/Hard to Fill Role

- Global Services/HR Operations: 1
- ER/LR: 1
- Compensation/Benefits: 1
- HR Business Partner: 1
- Organization Design: 2
- HR Digital (Technology/Analytics/IT): 3
- Learning and Development: 3

Competencies

Chart: # of Mentions by Company vs. Critical/Hard to Fill Competency

- Project Management: 1
- Operational Excellence: 1
- Design Thinking: 2
- Business Acumen: 2
- Talent Strategy and Acumen: 2
- Consultative: 3
- Analytics: 4

Other Recurrent Themes:
- Non-HR backgrounds may have the right competencies, such as business acumen and digital skills, for future HR work
- Better Learning and Development: the need to upskill non-HR people to gain HR knowledge and capability
- High importance to focus to diversity, equity, and inclusion practices
    - Leveraging long-term partnerships to increase representation of society within all parts of an organization

Question 2 Themes

What regional differences do you find within HR? How do you design talent strategies that are effective globally?

- Critical Roles and Competencies:
  Unnecessary to hire every role, everywhere. Important to map the roles to the market itself
- Employer Brand:
  Can vary by country and region and it's important to maintain a local mindset when attracting candidates
- Rolling Out Global Strategy and Initiatives:
  Many strategies will not be effective across the board
  Do not design in a COE silo
  Pilot strategies with diverse stakeholders in multiple regions to ensure it's a strong global recommendation

Question 3 Themes

What strategies do you use for ensuring these roles are filled?
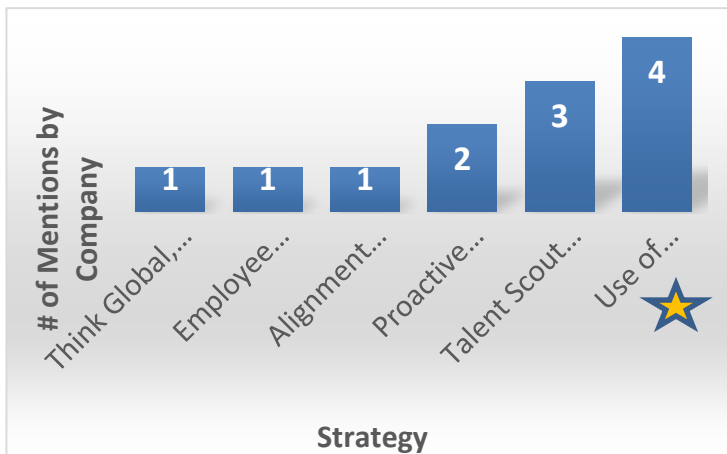
Strategy Themes:

- **Think Global, Act Local:** Maintain global principles, but ensure local context is considered and used during execution of initiatives
- **Employee Referral Program:** Very helpful when working to fill specialist and center of expertise roles
- **Alignment with Business Strategy:** Aligning with the business earlier and often to ensure sponsorship and resources
- **Proactive Recruiting:** Talent Acquisition team who is constantly mapping and connecting with the external market
- **Talent Scout Education:** Educating all hiring managers to be talent scouts in their daily lives
- **Use of Marketing:**
  - Inclusion of marketers within the Talent Acquisition function to treat employer brand similarly to a product brand
    - Better leverage of social media tools to tell employer brand story
    - Better CRM data and strategy with candidate as the end customer

Question 4 Themes

How do you use data to check if the hires into HR are successful or that you've successfully scanned the marketplace for the right people?

- **Provide Clear Success Metrics and Outcomes**
  - Set success metrics attached to all activities, similar to other business units
  - Work backwards from a distinct outcome
  - When employees have specific, attainable outcomes to meet, there is more clarity in measuring performance even early on.

- **Provide Consistent Onboarding Experience**
  - Set strong foundation so that new employees are clear on expectations
  - Faster acclimation to company culture and transfer knowledge

- **Use of AI and predictive analytics**
  - Determine best job fit based on skills background
  - Provide more data-driven hiring decisions
  - Narrow candidate pool early and more precisely

- **Use of survey data**
  - Survey hiring manager and/or employee within 6 months of hire to better understand job match success and experience

> Bottom Line: This has been a journey of how to best define and measure success in this area. Providing more outcome-based support and deeper analytical tools hopes to give better insights.

Question 5 Themes

How do you use data to find out the reasons why a candidate doesn't accept a job offer to work in the HR function?

- Most are collecting feedback on offer declines anecdotally

- As level increases, recruiter is more heavily engaged and often gets this feedback in a more formalized manner

- Surveys are done at most other transition points in employee life cycle, so this could be a possible mechanism to analyze this data

- Most companies surveyed have considered formalizing this type of survey in the future

Question 5 Themes

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