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Enabling efficient and transparent hiring processes for superior workplace talent



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By streamlining time-consuming and disparate talent acquisition systems, government agencies can improve candidate selection while also boosting transparency, engagement, and inclusion throughout the hiring process

Intro

Hiring quality candidates presents a growing challenge for the public sector. The inherent delays and gaps in current talent acquisition processes can often lead to inconveniences, miscommunications, lengthy time to hire, and ultimately failure to bring aboard competitive talent. In fact, 71% of agencies have reported that they are "less than satisfied" with their current ability to hire candidates with matching capabilities.

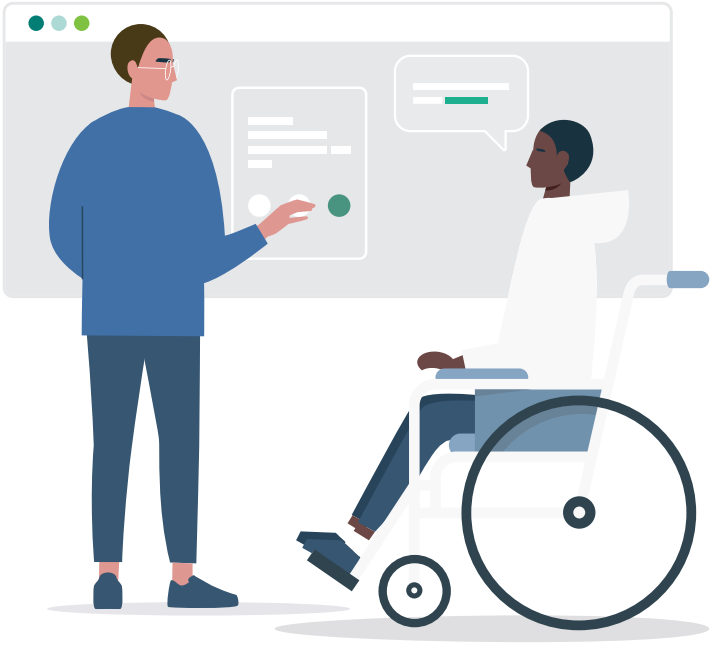
These challenges have only been compounded by the COVID-19 pandemic's accelerating effect on the virtualization of work, as well as by job automation throughout the market. Now more than ever, as HR gears recruitment efforts toward so-called "hot skills" and more specialized talent, government agencies are being forced to reconsider how and where they recruit—and what is needed to make their processes as efficient and effective as possible.

Meanwhile, many existing HRIT tools offer siloed talent acquisition solutions that neglect other interrelated hiring tasks, such as position management, workforce planning, and onboarding. They also fail to gather, analyze, or track sufficient data throughout the process, leaving HR to manually track data and miss opportunities for improvement. These shortcomings can foster a disconnected and labor-intensive operation. Communication and transparency between hiring managers, HR specialists, and the candidates themselves becomes compromised, leading to confusion, frustration, and hiring timelines that can stretch several months.

To bridge the gap between agencies and top-tier candidates, and to optimize complex hiring workflows, Deloitte has worked with ServiceNow to develop TalenTrace™, a holistic human capital solution. Equipped with artificial intelligence, automation, human-centered design, and data analytics, TalenTrace™ helps create a productive hiring experience from day one by unifying the hiring process. Agencies can cut out outdated manual processes, streamline requisitions, and modernize the entire, sweeping process—from application to onboarding.

Because TalenTrace™ boosts visibility and data tracking along the way, the solution is designed to help keep all stakeholders informed and accountable, while granting prospective hires valuable insight into the current status of their applications.

The mission: to bring candidates and HR professionals together through a hiring experience that prioritizes automation and efficiency as well as engagement and inclusion.



The business challenge

Ideally, the process of talent acquisition in the public sector should be secure, timely, and rewarding. In practice, however, many hiring experiences are bogged down by lengthy delays and disorganization—resulting in HR specialists focused on operational tasks rather than serving as strategic advisors to the hiring process. This limits the insight hiring managers gain into candidate quality—as well as into the quality of the candidate's experience throughout. Furthermore, because existing systems obfuscate the expectations, responsibilities, and timelines of all those involved, they don't provide the detailed analysis and visibility required for successful recruitment.

"What oftentimes happens," says Kate Reilly, Deloitte Consulting LLP's Government & Public Sector HRIT Principal, "is that there are so many moving parts to one talent acquisition request, that it's very difficult for HR to track and stay on top of those. The time spent putting together status for a customer on what requisitions they have, and where they are in the process, is egregious."

In addition, Reilly explains, communication between HR managers and specialists can be hindered by failures in data collection, analysis, and application. "In today's world, every requisition is its own requisition," says Reilly. "Very few agencies are actually using the data and the information they have to inform decisions." Often, not enough data is gathered upfront and must be teased out through lengthy back-and-forths between HR specialists and hiring managers. When sufficient data has finally been culled together, agencies often lack the capability to leverage that data toward candidate quality assessments—or to use it for information exchange between divisions to reduce workloads for related job vacancies.

Existing technology poses challenges

When it comes to servicing the public sector's hiring needs, existing HR technology supports a few, basic functions of the process—such as job posting and applicant tracking—but rarely stretches much further. This leaves the heavy lifting of candidate reports and workflow management up to agency staff and HR specialists, which limits agility and presents a roadblock to innovation, efficiency, and creative hires.

For example, candidate assessment has recently shifted away from more formal qualifiers—such as degrees—and toward specialized skills and talents, measured via carefully designed assessments. This is an exciting development with great potential for a personalized candidate journey throughout the talent acquisition lifecycle—as well as for championing diversity, equity, and inclusion in the workplace. However, this candidate assessment method demands the kind of focused approach that often exceeds the bandwidth of many HR professionals navigating existing hiring systems. Add to this the inevitable errors in communication, delays, and mistakes of such systems, and the outcome is a poor experience for both the candidate and the agency.



Solving the problem with new technology

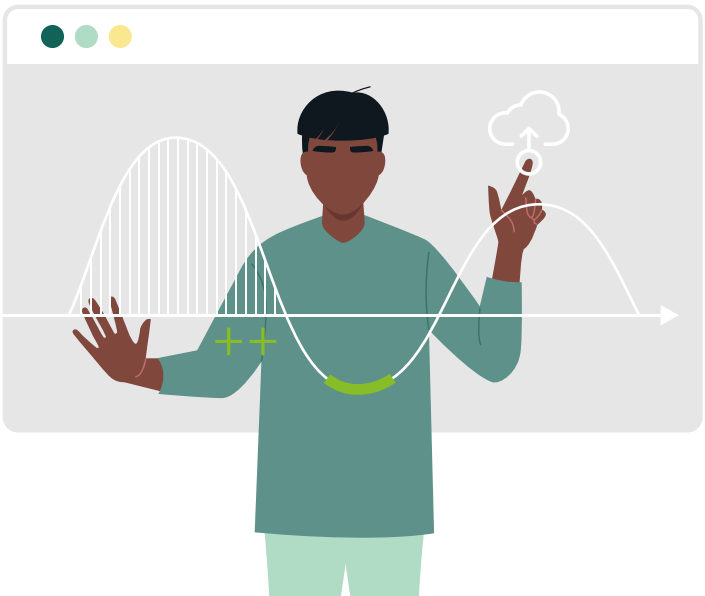
Hiring in the public sector is a complex process in need of a dynamic solution. Together with ServiceNow, Deloitte has developed an intuitive tool to modernize hiring. The robust and inclusive TalenTrace™ platform delivers a holistic approach to the challenges of talent acquisition. Designed in a modular configuration, TalenTrace™ augments existing tools and processes rather than replacing them. Teams are empowered to release TalenTrace's™ capabilities in smaller iterations, thereby allowing staff to gain confidence and build knowledge in step with these rollouts. As a result, agencies can still adapt quickly, but without the burden of tackling a system-wide overhaul or instituting broad, disruptive re-trainings.

This agile approach to implementation supports agencies at each step of the talent acquisition process, from Workforce Planning and Position Management to the complex tasks associated with the final stages of Hiring and Onboarding. With Talent Sourcing, Talent Qualification, and Talent Assessment, the solution can inform decision-making across the full recruiting lifecycle to help agencies identify, match, and interview qualified and diverse pools of talent.

How TalenTrace™ works

To start each acquisition off on the right foot, agencies are given access to the TalenTrace™ virtual agent to debrief their hiring strategies. With the aid of AI-driven data analysis, the process is therefore optimized from the outset. TalenTrace's™ intuitive technology can establish an open channel of transparency by tracking each stage of the process and monitoring individual accountability and overall status. Each responsible party within the agency is kept abreast of their next steps—and candidates are informed of the progress of their application throughout. The result: increased value, without additional human effort.

As an added benefit to this solution, TalenTrace's™ modules integrate quickly, building out technology solutions that cover everything from talent sourcing and vacancy tracking to security systems and onboarding. In other words, this is an adaptable solution, which is also responsive to changes in federal mandates, legislative policy, operational processes, and technology, allowing for long-term sustainability and compliance. With its core module architecture and mobile-first mindset, TalenTrace™ is a cost-effective solution that can be leveraged across agencies and onto any device.



Setting up for success—right from the start

Within the public sector, the hiring process frequently commands the attention of several parties throughout the agency. It's important, first, to align on overall hiring strategy to best launch into the process and extract the most value from TalenTrace™. That information can prove integral to the initial briefing with the solution's virtual agent—which will help determine the course and organization of the talent acquisition lifecycle.



The bottom line

The public sector faces a growing challenge: manual and time-intensive talent acquisition systems, which can increasingly result in less-than-satisfactory hires and lengthy hiring timelines. Not only does this tend to affect the quality of the candidate pool, but it could also have a negative impact on communication and visibility for all stakeholders involved throughout the process.

By adopting TalenTrace™, agencies can increase efficiency while also improving the hiring experience for candidates as well as their staff. Because of its modular configuration, TalenTrace™ can be implemented on top of existing systems—as well as other ServiceNow modules. Built-in API capabilities enable connections to third-party platforms, so the solution can adapt to any agency's needs and create a streamlined view of existing tools both inside and outside the ServiceNow ecosystem. Designed to help redefine the talent sourcing and acquisition process, TalenTrace™ automates critical tasks, enhances recruitment, and supports HR and hiring managers—so agencies can focus on finding the right talent. Onboarding this solution can lead to more success in the hiring process and a greater competitive edge.

Accelerate your digital transformation projects. For more information, visit:

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