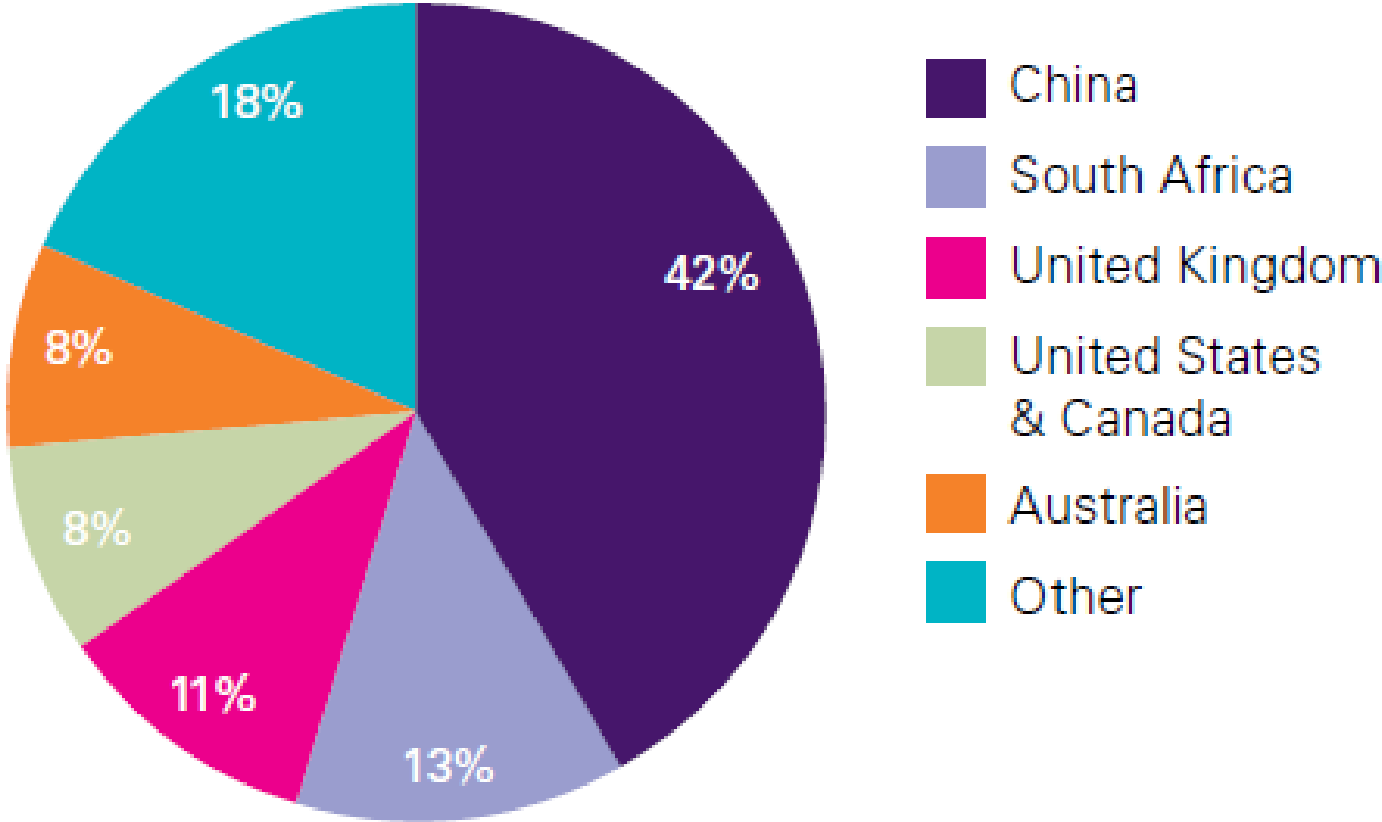


Assessment trends report:

key findings on talent acquisition 2013

Respondents (globally)



592 HR professionals, 58% from Emerging markets

Top-10 global HR priorities

HR priorities	%	Rank
Engagement/retention	55%	1
Leadership development	52%	2
Performance management	49%	3
Workforce planning/Talent analytics	43%	4
Training	42%	5
Succession planning	38%	6
External hiring	35%	7
Internal hiring	34%	8
Career development	32%	9
Change management	27%	10

Talent management: **is it strategic yet?**

Survey statement	%
My organization views HR as the strategic function	66%
My organization uses information about talent to make business decisions	43%
My organization considers people decisions in the context of business objectives	80%

BIG DATA

“If you cannot measure it,
you cannot manage it”

Peter Drucker



Big data: performance, potential and data management

Survey statement	%
My organization has a formal performance appraisal process for all employees	73%
My organization relies on objective data on employees' competencies and potential	24%
Competency model is being used effectively as part of our overall lifecycle	44%
It is critical to have data on competency and skills integrated in our existing talent and management system	65%

Assessment use by human resource area

Top – 5:

- External hiring 72%
- Internal hiring 62%
- Leadership development 41%
- Training 47%
- Career development 35%

Pre-hire assessment tools

GLOBALLY

- Knowledge/skills tests
- Personality questionnaires
- Cognitive ability tests

Russia & CIS

- Knowledge/skills tests
- Work tasks examples
- Bio - data

Conclusions

- Есть понимание между HR & CEO о том, что HR должен быть стратегической функцией
- Для того, чтобы быть более стратегической функцией, HR должен собирать Big data, а это все еще Room for improvement
- Talent acquisition – это процесс, где оценка используется чаще всего
- Компании в России underuse the benefits of talent assessment in talent acquisition



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