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Human Resource Executive®

Modern CHROs are emerging from traditional silos to work hand in hand with other C-suite executives on diverse aspects of the business strategy. **PAGE 10**

Breaking Down Boundaries



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Top Products

Leading the Pack

HRE editors announce their picks for the 2018 Top HR Products awards.

Welcome, once again, to *Human Resource Executive*®'s Top HR Products contest. Our annual awards spotlight 10 of the most innovative new solutions on the market that are helping business leaders meet the ever-evolving HR needs of their organizations.

This year's winning products represent the full gamut of priorities facing HR leaders: from employee financial wellbeing to learning and development to talent analytics. As was the case in the last few years, a number of leading solutions are in the area of talent acquisition and screening. The 2018 winners also illustrate the increasing prominence of artificial intelligence and machine learning in emerging HR technologies.

We once again relied on a combination of staff reviews and selections, and comments from outside experts and analysts, to narrow the list from the many entries we received to the 10 winners. Special thanks go to the following experts for sharing their insights on the 2018 entries: Gerry Crispin, principal and co-founder of CareerXroads; Bill Kutik, *HRE*'s HR Technology columnist; Holger Mueller, vice president and principal analyst for Constellation Research; Elaine Orlor, CEO and founder of Talent Function and program chair of Recruiting Trends & Talent Tech; and Brian Sommer, CEO and founder of TechVentive Inc.

As always, we encourage you to perform your own due diligence before making any investments. — *Jen Colletta*

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Textio Hire Textio, Seattle

What It Is: Textio Hire is an “augmented-writing” tool designed to ensure that recruiters have a greater chance of getting a reply from emails to targeted candidates. The software uses a predictive engine built to automatically learn from a continuously updated data set of actual emails and their performance metrics, which are used to help recruiters write messages and job descriptions that will resonate with candidates. Textio Hire analyzes messages as they're being written and flags words or sentences that could be problematic or could potentially turn off candidates and suggests replacements. Every recruiting email written in Textio Hire is assigned a Textio Score, which rates its overall effectiveness, from 0 to 100. Recruiters can use Textio Hire while creating messages in LinkedIn or Gmail via a browser extension; similar capabilities for Microsoft Outlook are planned for an upcoming release.

Why We Like It: Experienced recruiters understand that simply cutting and pasting an existing job description into an email will likely result in zero response. Textio, which made its name with an AI-powered platform that helps recruiters create bias-free job descriptions, created Textio Hire specifically to make this type of outreach more effective. It's built to understand the words and phrases that resonate with job seekers and those that don't—such as the word “ninja” when reaching out to female candidates. The product is user-friendly and intuitive and, by letting recruiters access it without having to leave LinkedIn or Gmail, minimizes any potential interruptions to their workflow. Most importantly, because Textio Hire is an AI-enabled product, it's designed to learn over time so that your messages will continue to get smarter and more persuasive.

www.textio.com



Avature Contingent Workforce Management Avature, New York

What It Is: Avature Contingent Workforce Management is a single-platform solution that tracks contingent workers throughout their employment life cycle. It's a full talent-acquisition platform through which recruiters can source new talent or engage with previous contractors. Companies can use Avature as a direct-sourcing strategy in which contractors create profiles to highlight their skills, apply for open projects, and update their compensation data and availability. Or, using the Agency Management Portal, employers can keep all communication and activities with outside staffing agencies in one location. The Hiring Manager Portal lets users submit and approve project requisitions, review candidates and schedule interviews, as well as rate contractors on skills and project deliverables at the end of an assignment. There's also the Avature DNA Social Portal, a social-network platform designed to keep contingent workers engaged and aware of what's going on at the company. Built into the platform are options for personalized email marketing, sharing jobs on social media and sending “keep-warm reminders” (to remind recruiters to regularly call high-potential candidates).

Why We Like It: With predictions of a 50 percent contingent workforce by 2020, employers will need a total-talent solution to manage gig workers, and Avature CWM has created a talent-acquisition function that traditional vendor-management systems were missing. The tool is intuitive and applicable to all types of contract workers—from staffing agencies that submit workers for open projects to freelancers applying for themselves. A fully customizable platform means that companies can keep their branding consistent at every step in the process. Avature CWM's DNA Social Portal is among the solution's most unique offerings. Companies may not want contractors to have access to the company intranet, for instance, but by using DNA Social, employers can create a contractor intranet that updates contingent workers about the latest company news, new jobs and any other relevant information. This helps engage contingent workers and, coupled with targeted marketing strategies, reengages them so that they want to take on more projects with the same company.

www.avature.net



CASE STUDIES IN HR EFFECTIVENESS

Building an Agile Workforce: How Deloitte Australia Engages Independent Talent in the Gig Economy

To tackle complex projects, today's workforce must extend beyond permanent hires. According to research by Ardent Partners, 40 percent of the current global workforce comprises non-employees, including independent contractors, freelancers and professional services. This number is expected to rise up to 50 percent by 2020.

Deloitte Australia is engaging this growing group of contingent workers with processes tailored to contractors' needs and lifestyle. "Our response to this trend, and our method of engaging with contractors, is to ensure that we're future-proofing ourselves and becoming more agile as we get bigger," says Ben Ryrie, Deloitte Australia's digital talent innovation lead.

As part of a global-professional-services firm, Deloitte Australia has approximately 7,500 permanent employees and nearly 1,000 contractors. For the past few years, the company's workforce has increased by 14 percent year over year. However, contrary to traditional growth metrics, the goal isn't to gain more staffers. "Over time," Ryrie says, "we want to get more technology-driven and agile."

Technology-Powered Recruiting

This past year, Deloitte Australia implemented a new platform designed to manage white-collar contract workers, from candidate attraction to re-engagement. The company uses the technology to pursue sought-out profiles, create talent pools, manage the interview process, and contract and onboard new hires.

Prior to implementing this platform, Deloitte Australia worked entirely with external recruiting agencies. There was no centralized records management, no unified onboarding and offboarding processes, and no visibility over data. Contractor spend, demand and overall management were unknowns to the recruiting team.

"Now we have all that information at the click of a button," Ryrie says. "We're keeping a track record of what's going on." One of the most significant drivers for change was "becoming an agency to ourselves" with centralized, workflow-driven processes that could be adapted in-house over time.

To engage different recruiting stakeholders, Deloitte Australia built a few distinct portals:

one for candidates, one for hiring managers and one for agencies. The company is still working on the agency portal, which will allow agencies to submit candidates for assigned projects.

Welcome to the Network

To source contractors, internal recruiters now utilize the Open Talent Network, a new jobs portal catered to contract workers. Potential candidates can register to the talent community, adjust their profiles over time and apply to open work. Within the network, they have access to a broad range of projects.

"It's as much about engagement as it is about management," Ryrie says. "We've tried to put ourselves in the shoes of a potential contractor and make the process as simple and refined as possible."

The idea is to have skills-based talent pools of contractors who continually come back to work with the company on numerous projects. Since implementation, Deloitte Australia has deployed 450 contractors—30 percent of whom were deployed for a second assignment. The Open Talent Network has amassed 5,000 members without any proactive promotion. After testing the system with a soft launch, the company is now focused on top-of-funnel marketing to broaden the network.

Automation in Onboarding

Onboarding is now paperless and completely automated. New hires receive emailed forms based on their job type and location, and their



data are automatically delivered to the contractor-management system. With the streamlined processes, onboarding communications have dropped from 10 emails to just two.

Vendor Partnership

When choosing a technology partner for these initiatives, Deloitte Australia sought a platform with the ability to self-service throughout the contractor life cycle. It opted for Avature Contingent Workforce Management, a new Avature solution that combines capabilities for finding, deploying and re-engaging independent talent, all from one platform.

"Avature is intuitive and flexible—pretty much anything can be changed," Ryrie says. "We're growing fast, we're expanding to new business areas, and this requires speed and flexibility. The technology is there to make it possible."

For more information about Avature Contingent Workforce Management, visit www.avature.net/contingent-workforce-management.

HIGHLIGHTS

Organization: Deloitte Australia

Top HR Technology Challenge: To find and deploy independent talent for complex projects

Results Since Implementation: 5,000 independent contractors in skills-based talent pools; 450 deployed contractors, with 30 percent deployed for second assignment

Primary Business: Audit, consulting, advisory and tax services