TALENT INTELLIGENCE COLLECTIVE (TIC)

Benchmark Survey 2021

TALENT INTELLIGENCE
COLLECTIVE

About this survey

Welcome to the 2021 Talent Intelligence Collective Benchmarking Survey. The Talent Intelligence Collective endeavors to develop, support and inspire its members as well as promote ethical integrity and best practice in all aspects of Talent Intelligence, Talent Research, Labor Intelligence, Human Capital Intelligence, Competitor Labor Intelligence etc.

The TIC provides a safe platform where members can collaborate and contribute online and offline with each other, sharing ideas, experiences and best practices.

This survey benchmarks the role, reporting structure, and compensation packages of leaders of Talent Intelligence and their teams. It also targets performance metrics, technology, and skills.

"Talent Intelligence should be seen as permanent part of a business' consciousness, always thinking, reflecting, investigating, evaluating, and advising. It is not a magic 8 ball to be rattled once for the answer to success."

CONTENT

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SURVEY DEMOGRAPHICS

51
Organizations

60
Respondents

Company Sizes

Number of employees

Category	Value
1 - 1000 Employees	14
1000 - 5000	3
5000 - 10,000	7
10,000 - 50,000	12
50,000 - 100,000	8
100,000+	16

Industries

Which industry are the companies from

Industry	Value
Other	12
	1
Pharmaceutical	5
	1
Retail	6
	1
Management Consulting.	3
	5
Staffing and Recruiting.	5
	3
Computer Software.	7
	1
Information Technology and Services.	12

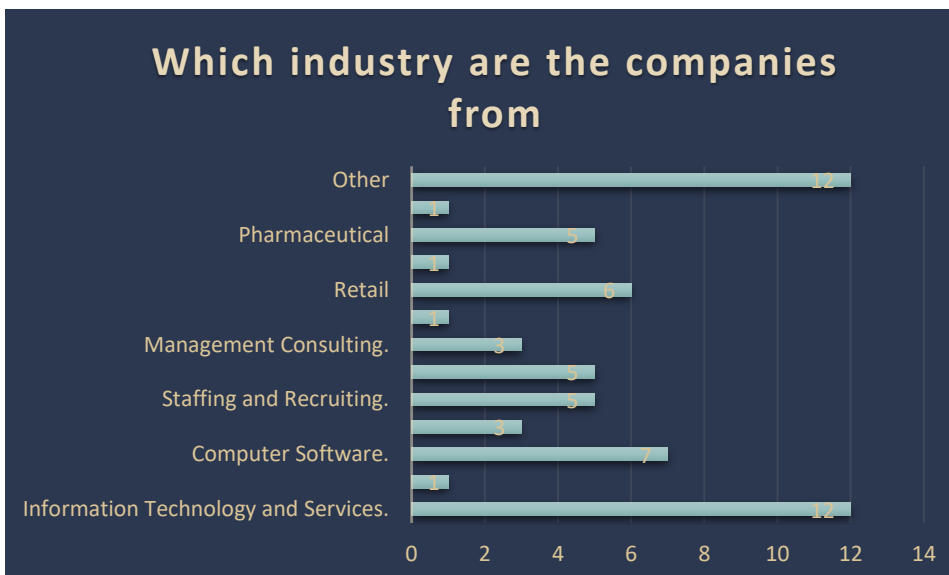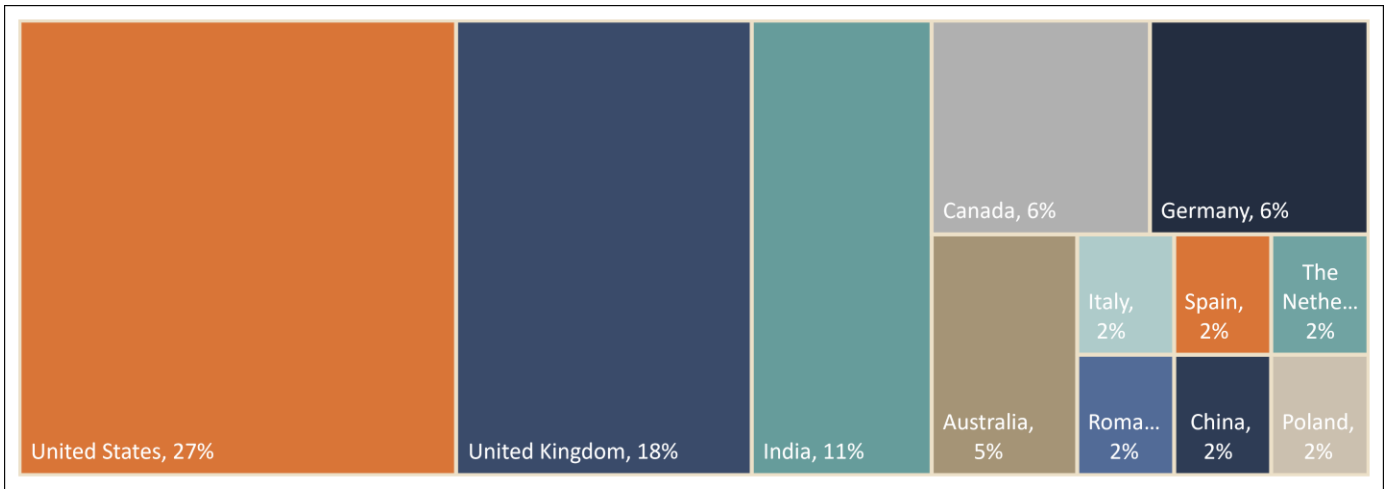**49%** of the companies have a small Talent Intelligence team ranging from 1 to 5 members
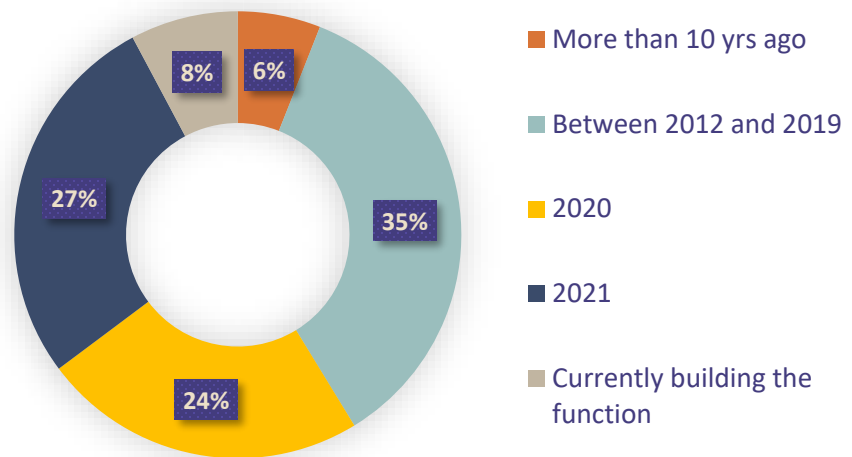
What countries are your team members in?

			Canada, 6%	Germany, 6%
				Italy, 2%	Spain, 2%	The Nethe... 2%
United States, 27%	United Kingdom, 18%	India, 11%	Australia, 5%	Roma... 2%	China, 2%	Poland, 2%

Team Remit

The majority of teams (80%) have a Global scope

Team Remit

- America's (USA, Canada & LATAM)
- Global
- In country
- Regional

2% 2% 16% 80%

5
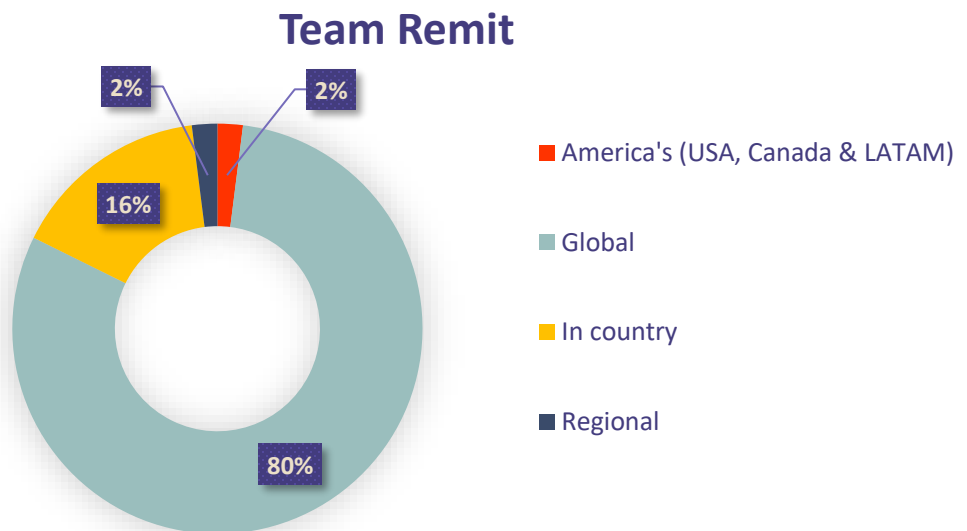
TALENT INTELLIGENCE HAS EMERGED IN THE LAST DECADE

What year was your Talent Intelligence team formed?

86% of the talent intelligence teams surveyed were formed in the last 10 years with more than half created in the last 2 years.

- More than 10 yrs ago
- Between 2012 and 2019
- 2020
- 2021
- Currently building the function

6% · 35% · 24% · 27% · 8%

69% of respondents describe their roles as **hybrid** incorporating activities such as sourcing, recruitment, HR analytics, etc. **31%** described their roles as **pure talent intelligence.**

73% are clients or end users of talent intelligence; **14%** are a supplier (Research or consulting firm); **6%** have a software platform; and the remainder were a mix between end users and suppliers.

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TALENT INTELLIGENCE FUNCTION

Although 86% agreed with the following definition of Talent intelligence:

"Talent Intelligence is the application of external data relating to people, skills, jobs, functions, competitors, and geographies to drive business decisions."

It is worth noting that there were certainly thoughts around the breadth of the definition especially when incorporating internal data and technology platforms.

Given this we would argue a more unified, holistic definition could be:

"Talent Intelligence is the augmentation of internal and external people data with the application of technology, science, insights and intelligence relating to people, skills, jobs, functions, competitors, and geographies to drive business decisions."

Size of TI function (Number of Employees)

- 1 to 5 — 49.0%
- 5 to 10 — 23.5%
- 10 to 20 — 9.8%
- 30 – 50 — 7.8%
- 50+ — 5.9%
- 0 — 3.9%
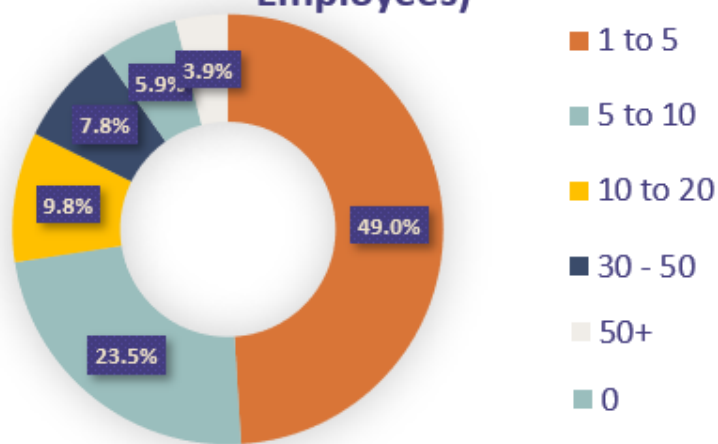
Functions covered by teams	
Competitive Intelligence - Talent (e.g. competitive hiring strategies / talent flows)	25.9%
HR Applications (E.g. Workforce Planning, Cultural Assessment, Organizational Design Benchmarking, Comp & Bens Benchmarking, Diversity Intelligence)	19.4%
TA Applications: Sourcing & Intelligence (E.g. Name Generation, Talent Mapping / Pipelining / Engagement)	21.8%
Business Applications (Location Strategy, Go to Market Strategy, Bid Support, M&A Intelligence)	17.1%
Competitive Intelligence - Business (e.g. Go To Market, Competitor Strategy)	14.7%
Competitive Intelligence - Talent (e.g. competitive hiring strategies)	0.6%
Talent Architecture	0.6%

Where does TI report into vs. where should it report into?

■ Should report into   ■ Reports into

55% of teams are currently housed within Talent Acquisition, yet only 22% think this is the actual home for Talent Intelligence...
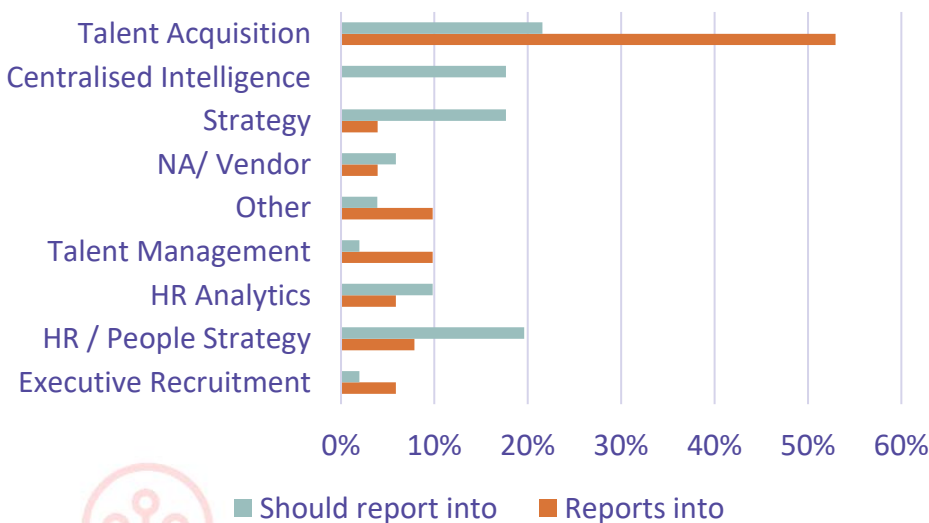
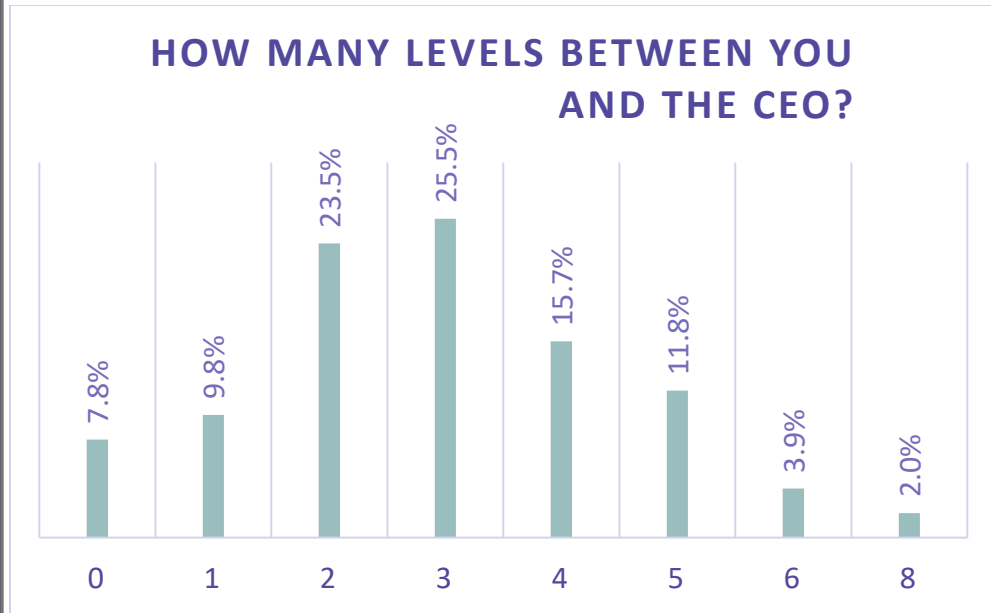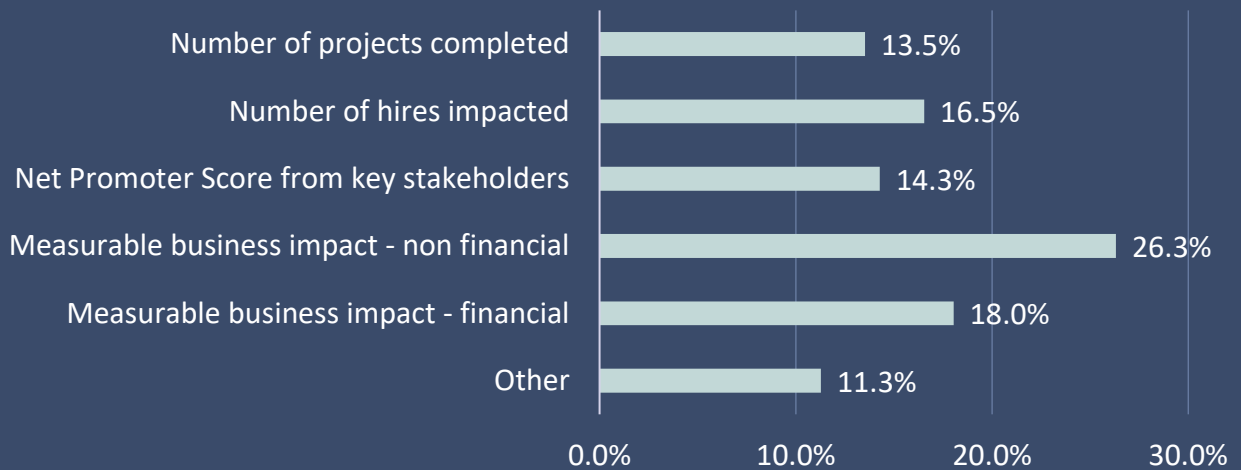.... Where that home is though is very much up for debate.

Although there is a wide variance in levelling and organizational size it is worth noting that **over 65% of talent intelligence teams sit within 3 layers of the CEO of their organization.**

HOW MANY LEVELS BETWEEN YOU AND THE CEO?

Level	Percentage
0	7.8%
1	9.8%
2	23.5%
3	25.5%
4	15.7%
5	11.8%
6	3.9%
8	2.0%

MEASURING SUCCESS

How teams measure success

Category	Percentage
Number of projects completed	13.5%
Number of hires impacted	16.5%
Net Promoter Score from key stakeholders	14.3%
Measurable business impact - non financial	26.3%
Measurable business impact - financial	18.0%
Other	11.3%

Other ways teams measure success include:

- Quality of deliverables
- Improvement of talent quality
- Volume of alternative talent introduced
- Repeat requests tied to stakeholder's seniority and "does the work address the most pressing questions?"

Ratio of team members to customers

1 team member to <10 Customers	23.5%
1 team member to between 10 - 50 Customers	45.1%
1 team member to between 50 - 100 Customers	7.8%
1 team member to between 100 - 500 Customers	3.9%
1 team member to between 500 - 1000 Customers	5.9%
1 team member to between 1000 - 5000 Customers	2.0%
1 team member to between 1000+ Customers	7.8%
N/A	3.9%

Top 3 priorities

Work Application Priorities

Most teams believed that Talent mapping is one of their top 3 priorities along with Location strategy, Competitor intelligence and Sourcing

Priorities

| Priority	Value
Location strategy	13
Sourcing	6
Talent mapping	24
Diversity	8
Competitor intel	12
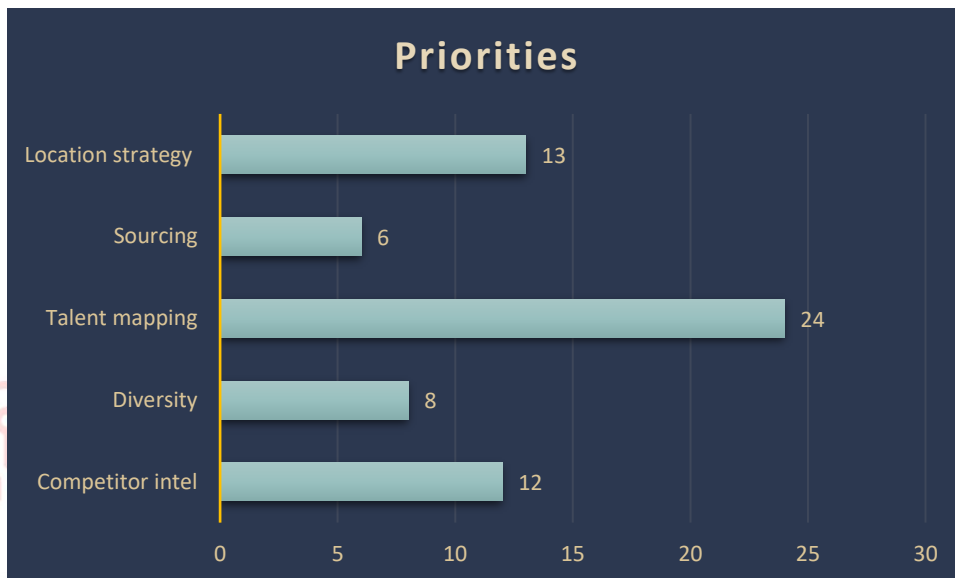
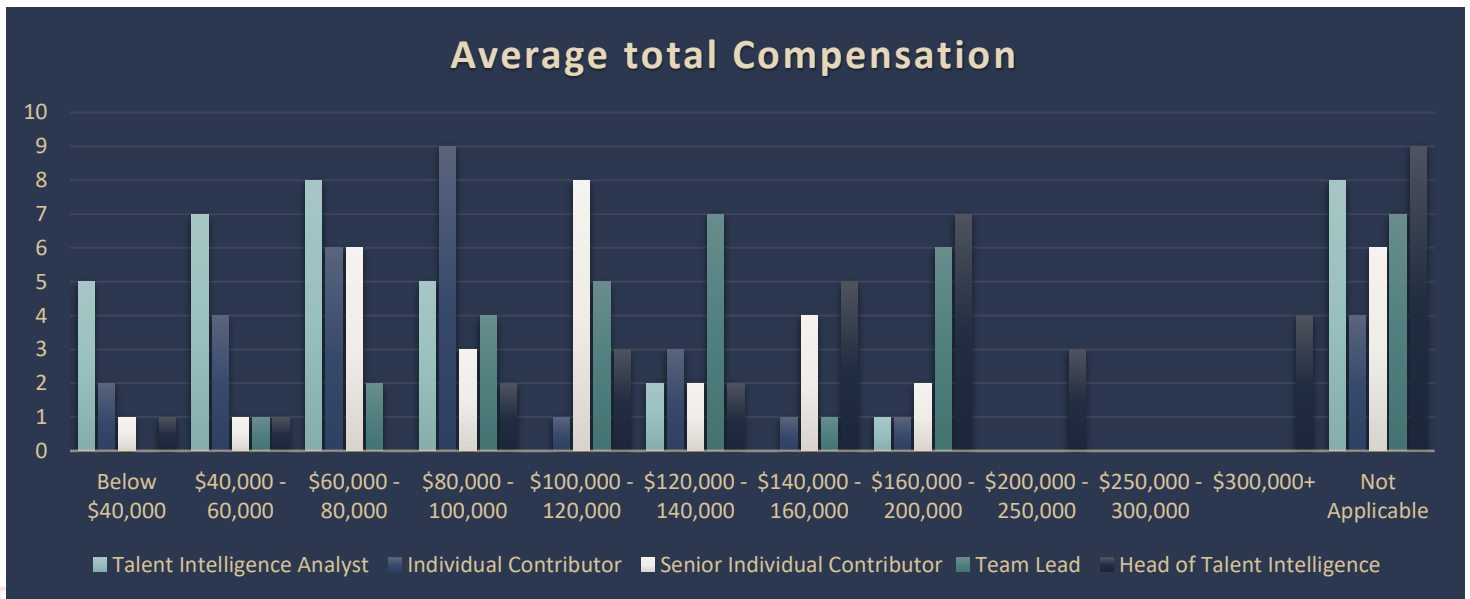## Wordcloud of the most used words to describe the priorities

IT IS VERY NOTICEABLE THAT WHEN WE LOOK AT THE PRIORITIES OF TALENT INTELLIGENCE TEAMS THERE IS A STRONG FOCUS ON LOCATION, STRATEGY, DIVERSITY, WORKFORCE PLANNING, COMPETITOR INTELLIGENCE BUT VERY LITTLE MENTION OF RECRUITMENT OR TALENT ACQUISITION.
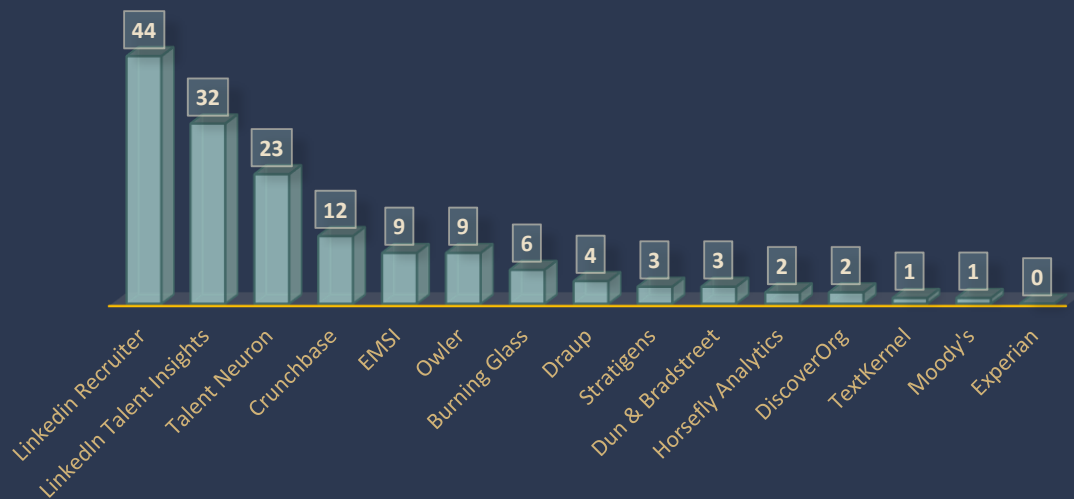
SALARY

Averge base salary
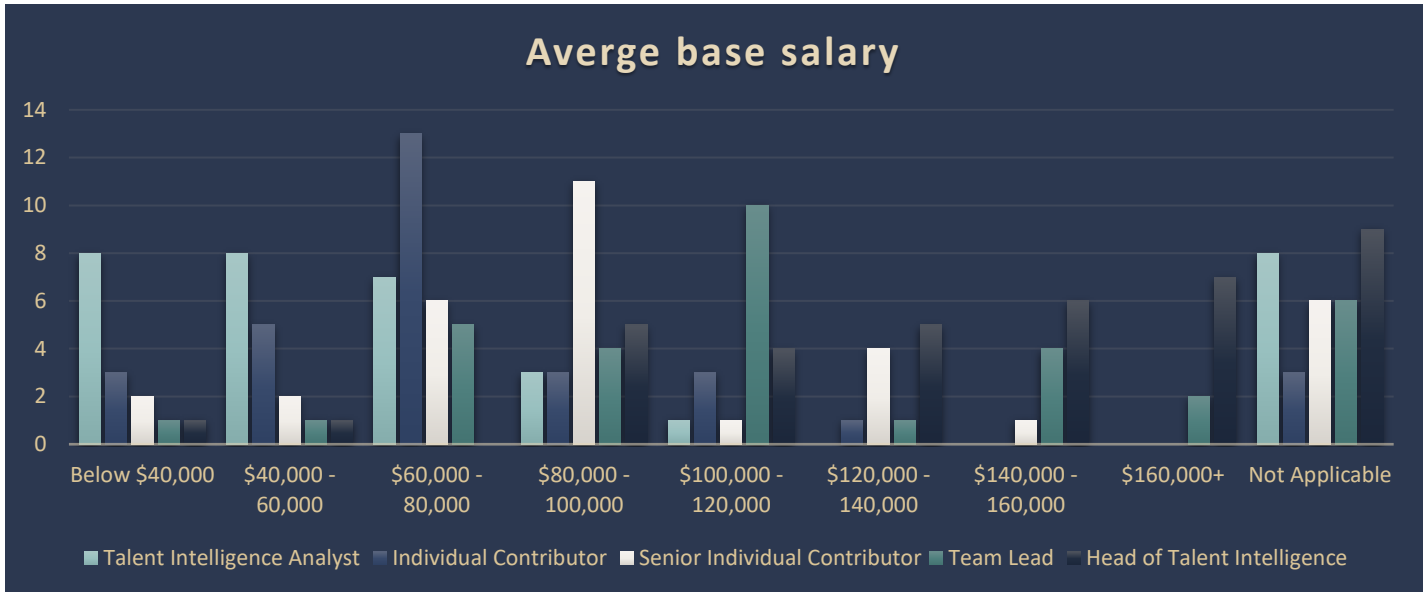
There is little consistency within base salary thus far in the market. More analysis is needed as a country / regional level but we are certainly seeing a strong "Y shaped" career path with individual contributors able to command salaries in line with management

Average total Compensation

WHICH TOOLS DO TEAMS USE THE MOST

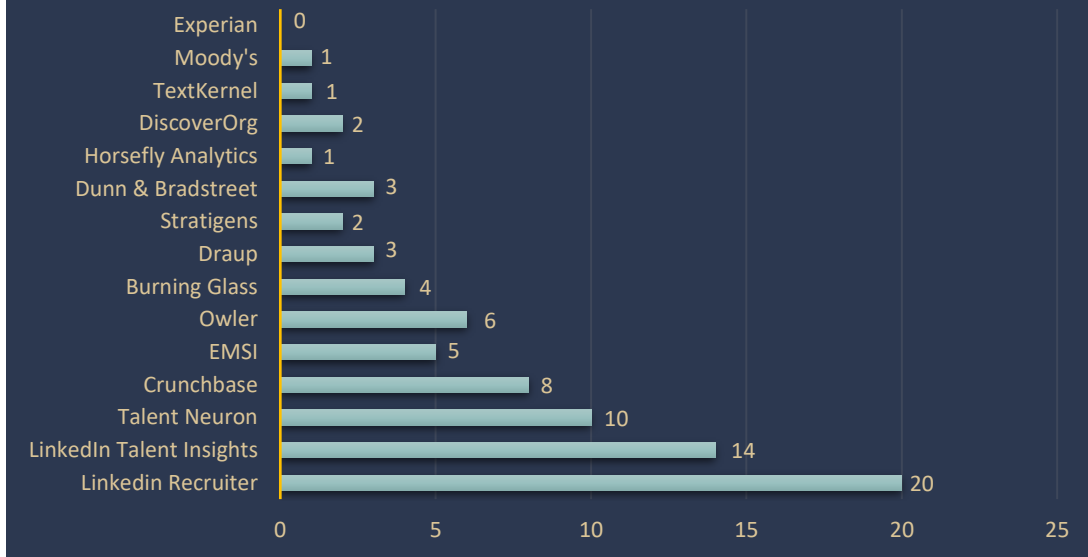| Tool	Value
LinkedIn Recruiter	44
LinkedIn Talent Insights	32
Talent Neuron	23
Crunchbase	12
EMSI	9
Owler	9
Burning Glass	6
Draup	4
Stratigens	3
Dun & Bradstreet	3
Horsefly Analytics	2
DiscoverOrg	2
TextKernel	1
Moody's	1
Experian	0

Here are some other tools that the surveyed teams use:

- Hiretual
- Statista
- SciVal
- Capital IQ
- Glassdoor

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How many teams highly recommend the tool (score above 7)

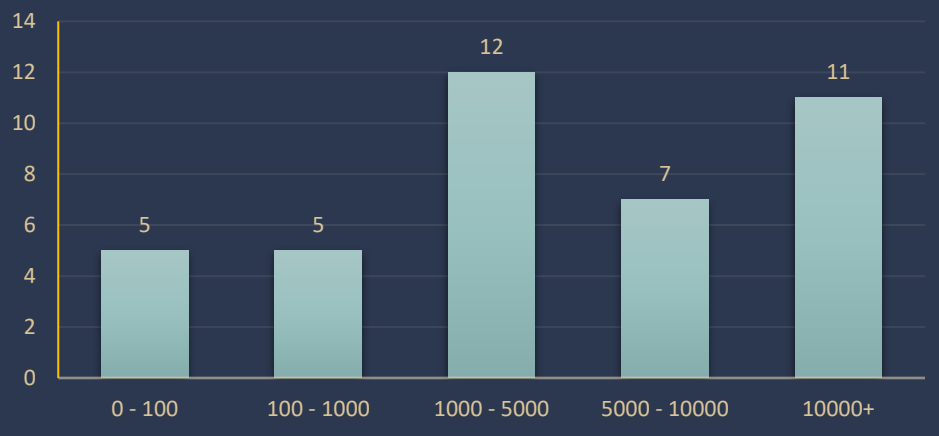| Tool	Value
Experian	0
Moody's	1
TextKernel	1
DiscoverOrg	2
Horsefly Analytics	1
Dunn & Bradstreet	3
Stratigens	2
Draup	3
Burning Glass	4
Owler	6
EMSI	5
Crunchbase	8
Talent Neuron	10
LinkedIn Talent Insights	14
Linkedin Recruiter	20

LinkedIn Recruiter is the most used and most recommended tool by the teams followed by LinkedIn talent Insights.

- Tools like Moody's, Textkernel and Discover Org are only used by a few teams however, they were highly recommended.

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What is the rationale for your team

Teams reported that there is a lack of global coverage as the most used tools like LinkedIn Recruiter and Talent Insights only offer LinkedIn data

"No one tool provides everything we need – most need some degree of manual intervention" – correspondent

BUDGET

Tooling budget (in $USD) of the teams

Range	Count
0 - 100	5
100 - 1000	5
1000 - 5000	12
5000 - 10000	7
10000+	11

Training budget (in $USD) of the teams

Range	Count
0 - 100	13
100 - 1000	7
1000 - 5000	16
5000 - 10000	4
1000+	1

16
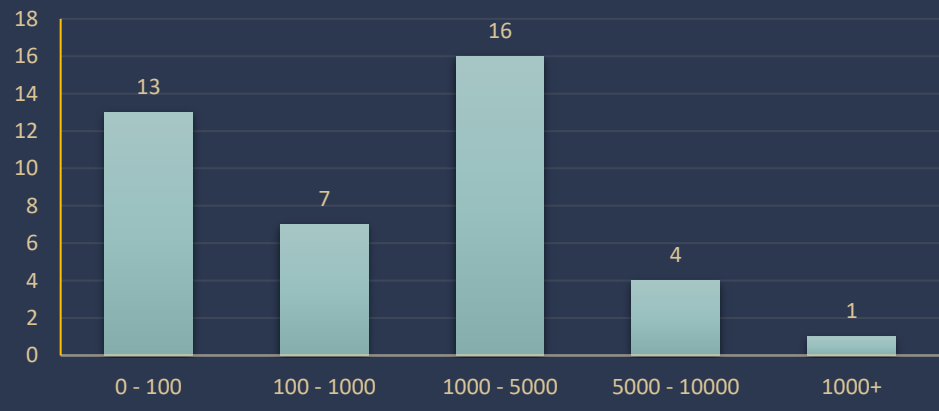
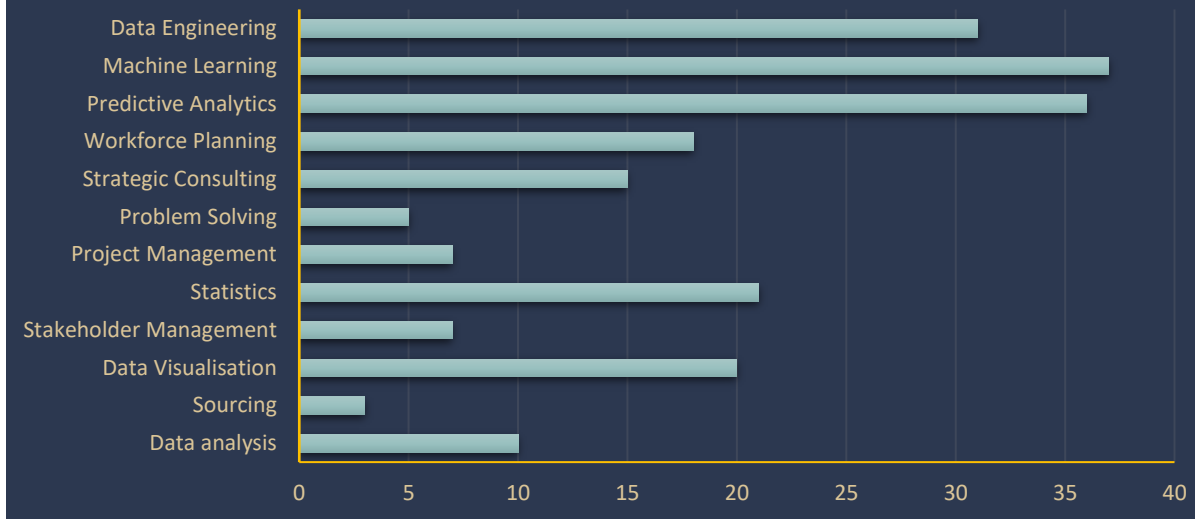**How important are these skills**
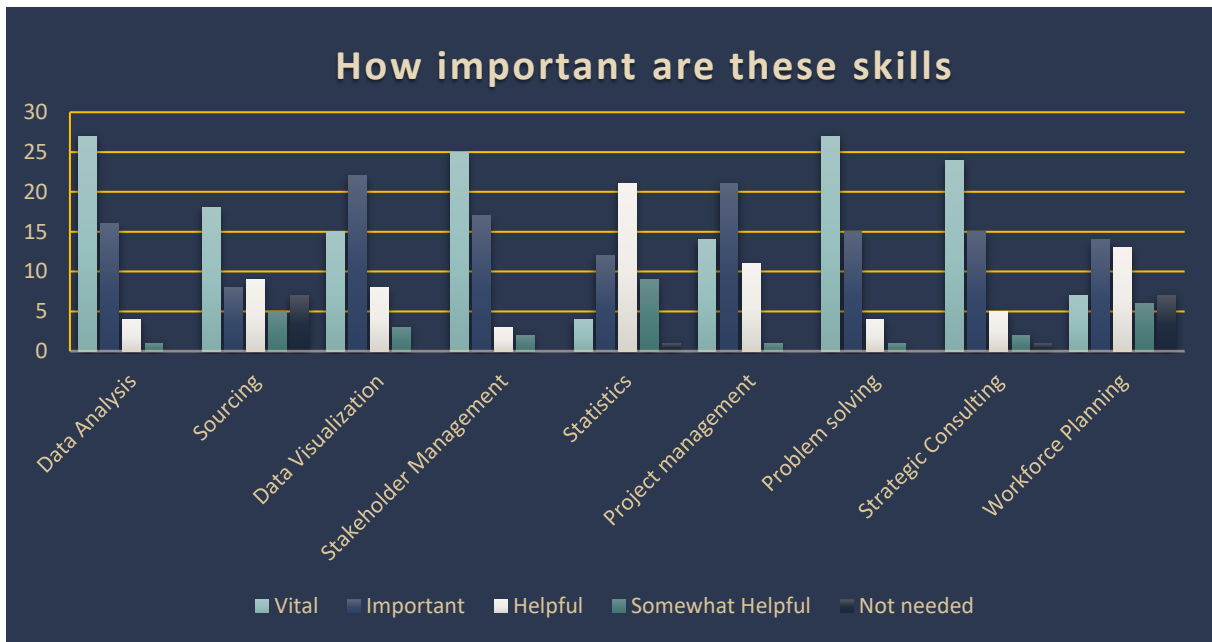
Skills like Data Analysis, Problem solving and stakeholder management are considered to be vital to the talent intelligence function by most teams
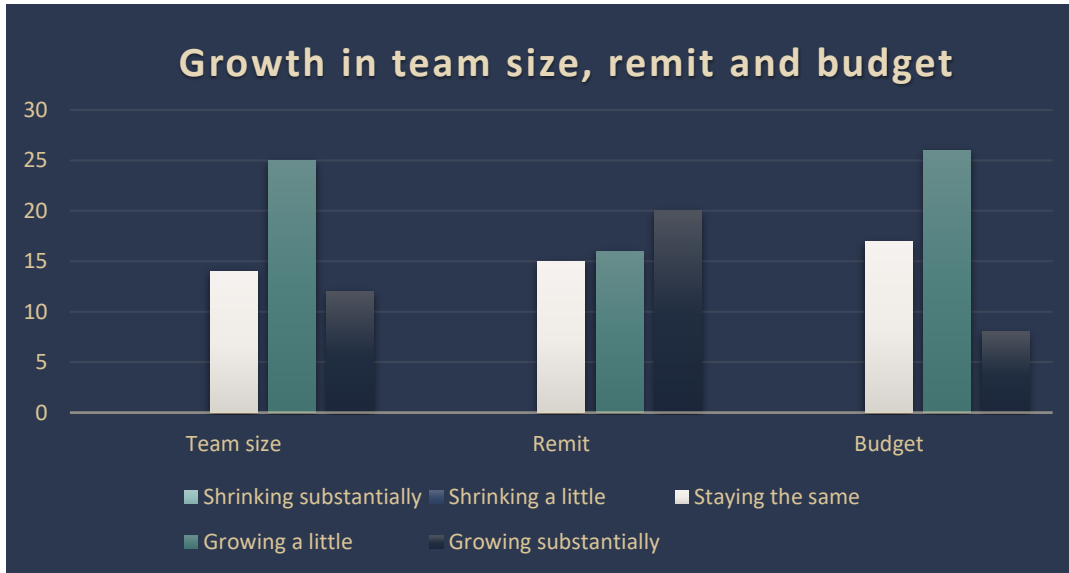
What skills are missing from the teams

- **More analytics heavy skills like Machine learning, Predictive Analysis, Data engineering and Statistics were missing from most teams.**
- **This indicates a need to inculcate data analytics into the talent intelligence function.**

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Growth in team size, remit and budget

Bar chart showing growth in team size, remit and budget with categories: Shrinking substantially, Shrinking a little, Staying the same, Growing a little, Growing substantially.

- Team size: Staying the same ~14, Growing a little ~25, Growing substantially ~12
- Remit: Staying the same ~15, Growing a little ~16, Growing substantially ~20
- Budget: Staying the same ~17, Growing a little ~26, Growing substantially ~8

None of the teams believe that their team size, remit or budget will shrink in the year 2022.
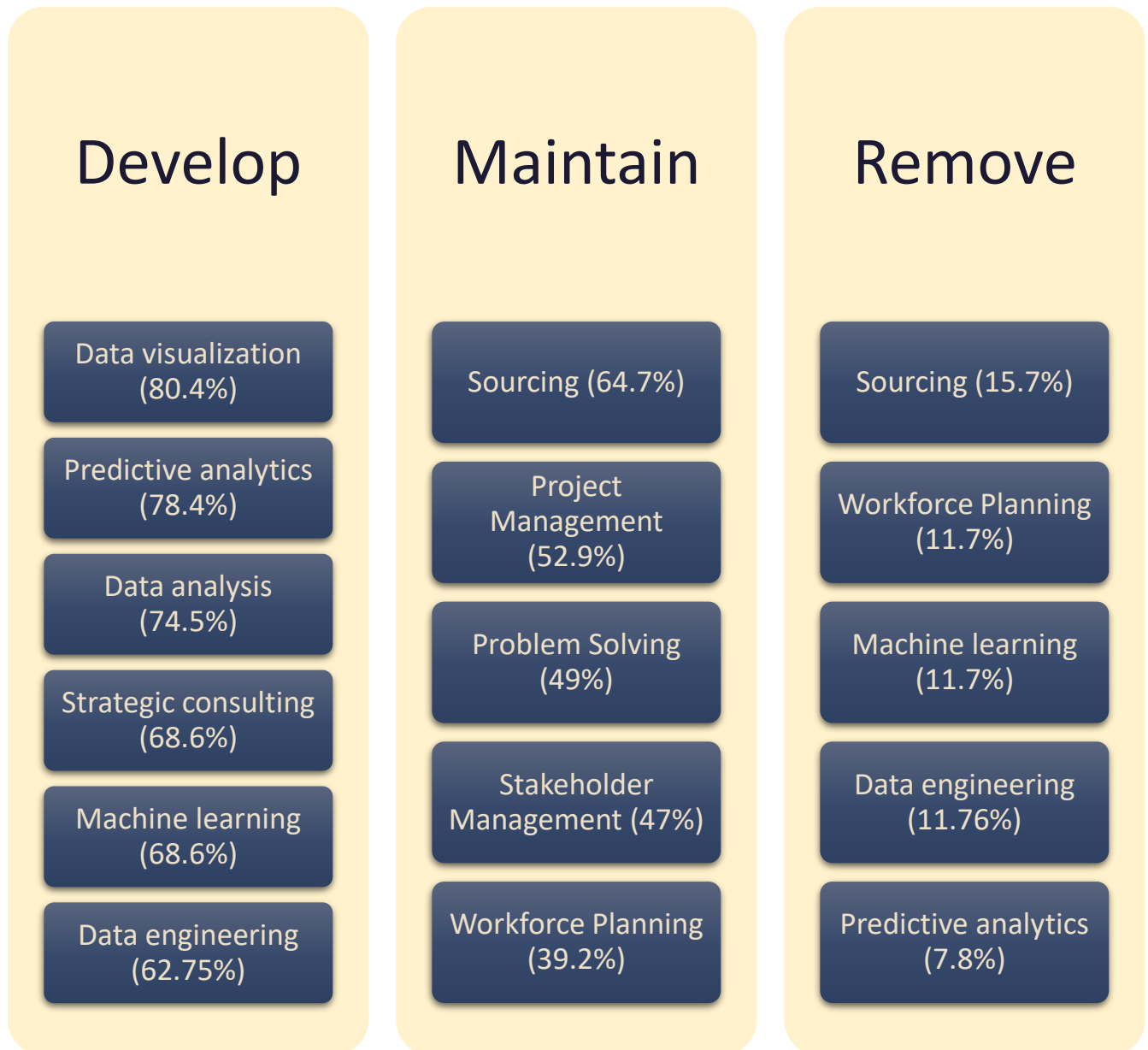
49% expect to see a growth in their team size.

39% believe their remit will grow substantially in the next year

51% will see an increase in their team's budget

Top 5 skills teams are looking to develop, maintain or remove from their function in 2022

Develop	Maintain	Remove
Data visualization (80.4%)	Sourcing (64.7%)	Sourcing (15.7%)
Predictive analytics (78.4%)	Project Management (52.9%)	Workforce Planning (11.7%)
Data analysis (74.5%)	Problem Solving (49%)	Machine learning (11.7%)
Strategic consulting (68.6%)	Stakeholder Management (47%)	Data engineering (11.76%)
Machine learning (68.6%)	Workforce Planning (39.2%)	Predictive analytics (7.8%)
Data engineering (62.75%)		

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BEST PRACTICES

Some suceess stories of the teams

"Growing 300% from 2020 to 2021 to date delivering success for our clients. We could give any number of case studies- several around location and real estate, some around hard to find skills and altering skills supply leadership and action..."

"Planning a 75B Infrastructure Project for 10-year road map."

"Helping one of the Big Four to develop and define their location strategy across the UK."

"Replacing antiquated "Data death through excel sheets" and having accurate reports ready for leadership within an hour of request rather than the week it took when I started."

"Going from a post it notes idea to having funding and promotion within 6 months to take the program globally. In this time, we have had several wow moments which have driven interest from senior leaders across the org."

"Creating a company first function that provides this service to our executive population. This in turn, connects strategic planning, workforce planning and talent closely together."

FINAL THOUGHTS

Overall we see two main trends throughout this benchmarking study.

The first is the variance. We are still a new function. We are still exploring our roles, remits, skill sets needed, organisational structure, technology and remuneration. There is no "average" or "normal" yet, rather a range with some very strong outliers. This is seen in nearly all areas of the survey from remuneration, current skill set, core team deliverables and future skills needed.

The second is evolution. We can see very strong evidence that there is a strong evolution of offering, skills development and of team growth. This is also reflected in the growth in the size of teams, remit and budget that is expected by the teams in the year 2022.

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THANK YOU

A huge thank you to all those that took part in this survey. That invested their time and effort for the best practice of the community and to help drive things forward. Please keep your passion and enthusiasm alive and keep evolving what we do.

Also a huge thank you to Daysi Prieto and Valari Pai. Daysi and Valari were the engine room in the analysis and delivery of this Benchmarking report. Without their efforts and energy this report simply would not have happened. Thank you to you both. You have been amazing.

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