

Winning Strategies from Talent Acquisition Leaders

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Malaika Kattke of QAD discusses how to increase talent acquisition efficiency



Efficiency & Engagement in Talent Acquisition

Finding Efficiency and Effective Recruitment Tools with Malaika Kattke

Malaika Kattke is Human Resources Director, Corporate and Field Operations at QAD and responsible for the development and delivery of the company's human capital strategy. A long-time HR executive, Malaika is an expert in talent acquisition, management and development.

[Talent vs. Efficiency →](#)



As an HR Leader, you have the challenge of balancing both the need to acquire great talent and the need to be efficient with recruiting budgets. How do you balance the two as you analyze investments in search and recruitment?

First, I think about how I need to tell the story to our executive team. I focus on supporting their strategic business goals, which is one reason why I am committed to investing in tools and systems that make our candidate and hiring manager experiences easier and faster. It's both an effort to increase talent acquisition efficiency and to address strategic business challenges. How? When talent acquisition processes work better and more efficiently, we are able to hire better quality talent. The investment question of "how much can and should we invest?" is something I align strategically with customer satisfaction, for example, which is extremely important to businesses. When I have asked the question in terms of "how am I going to hire people who meet our goal of increasing customer satisfaction?", the focus on quality becomes clear. If the company achieves an uptick from 95% customer satisfaction to 97%, our business will see an average 4% increase in client renewal rates. However, it takes skilled customer support and service teams to give customer satisfaction that kind of a boost. The business is more willing to invest in talent when a direct line can be drawn between talent investments and business results.

When aligned with the company strategy for boosting renewals and revenue, hiring efforts and tools become more than investments in recruitment. They are also an investment in our clients and our business growth. I find that the simple, strategic alignment with those kinds of critical business goals changes the talent investment equation. It allows us to focus on both achieving efficiency and supporting critical business outcomes with smarter, thoughtful recruitment strategy and efforts.

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[Candidate Traffic →](#)

Many talent search tools and resources focus on boosting candidate traffic and getting more eyes on your jobs. How important is increasing traffic to your job postings?

I don't care about traffic at all because I want quality. I want to go where you will find one or two candidates who are great matches. High traffic to me is the equivalent of garbage in/garbage out. When your goal is high traffic, you are going to get too many applicants and most of them will be unqualified. I don't want, nor do I have time to go through, 300 applications just to find the one. Instead, I want to go where there are two great applicants and I choose the one. That's not easy in this job market and that's why we also rely on sourcers that can tap into passive candidates. To me, it's like buying a house. I don't have the time to look at 300 potential houses so I hire a top real estate agent who can narrow my list down to five based on my requirements. Hiring managers are

making huge time and budget investments in talent and they don't have time to consider unqualified talent. By focusing on quality rather than quantity, I am saving them time and frustration and improving the level of talent we hire.

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[Tools That Work →](#)

Recruitment tools and technology continue to evolve. What is your prediction for how candidate engagement tools will evolve to help talent acquisition teams more efficiently find, engage and hire talent?

My vision and hope is that technologies are going to evolve to support behavioral interviews and assessments in comprehensive ways. We do a lot of behavioral interviews at QAD. It is important, but it is also time consuming. I would love to see tools and technology evolve so that I can get a whole candidate view that tackles the behavioral side of their profile as well as experience and skill levels. A great behavioral assessment can offer powerful insights. It can help hiring managers and talent acquisition leaders identify skill sets they didn't even know they needed.

I also predict that we are going to see big advances in forecasting capabilities. I, for one, would love to see tools that can help us do better workforce forecasting. For example, it would be very valuable to not only know that over the next few years I will need five people in a certain role, but also that based on my workforce, I should be able to train three people for those roles in-house and therefore, only need to hire two.

Those kinds of strategic planning capabilities that combine both hiring and training needs are going to be very helpful in longer-term workforce planning.

There are so many search tools and talent engagement technologies available in the marketplace. What is your advice to HR leaders trying to determine which tools to leverage?

I would say that it's important to know exactly what you want from the tool. When it came to investing in an ATS at QAD, our number one goal was getting good candidate engagement metrics that could identify where we were struggling in our recruitment process. We wanted to be able to understand the candidate experience in detail: How long did we take to get back to candidates? How did candidates feel about the engagement process? Before HR leaders invest in a tool, they need to know exactly what they want it to achieve. It makes it much easier to analyze the product and determine its ROI.

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[Engagement →](#)

Candidates and job seekers (like all of us) have information overload. What are the most effective ways to build a community of engaged talent today?

You have to tell your candidates the story of the company and tell them why your community is the right community to work in. At QAD, we talk about the financial security and stability of the company and the confidence and community that comes with it. It's something talent cannot find elsewhere in our industry, and it's why we have a boomerang culture—even when people leave, they eventually come back. That's something we have learned to talk to candidates about so they can see the opportunity as well as the family-like culture we have built for our employees. It helps them know us better. As long as you have a truthful and worthwhile story to tell potential employees, you have the opportunity to build a community of talented people who are interested in supporting your mission and company, either by working for you or referring their colleagues to your opportunities.

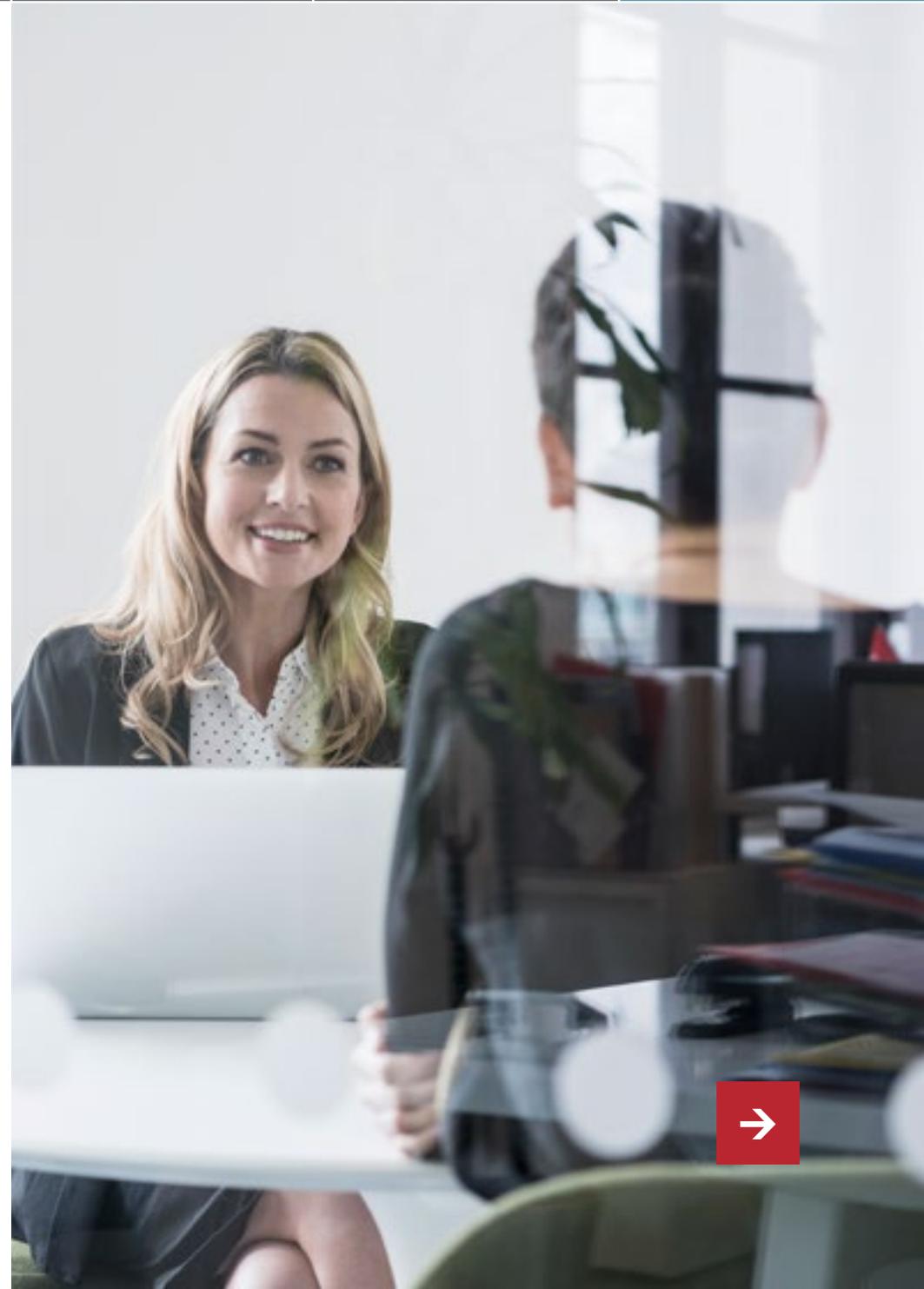
“As long as you have a truthful and worthwhile story to tell potential employees, you have the opportunity to build a community of talented people who are interested in supporting your mission...”

[Key Points →](#)

Key Points: Efficiency and Engagement Excellence

Whether engaging her executive team on a mission to improve the talent acquisition process or working to recruit talent, Malaika Kattke is committed to providing a powerful story. Sometimes, the story is a business case for greater efficiency. Other times, it's a profile of QAD's community-driven culture. Either way, the right positioning is helping her win over both allies and talent as she builds a highly efficient, committed talent acquisition organization. Here are a few more of her winning strategies for talent acquisition efficiency and success:

- Commit to investing in tools and systems that make your candidate and hiring manager experiences easier and faster.
- When it comes to candidates, focus on quality rather than quantity to save everyone (from hiring teams to talent) time and frustration.
- Know exactly what you want to achieve before investing in any HR tools or technology. Don't buy without a plan.





About Orion Talent

Orion Talent provides a total talent solution for businesses nationwide, including skilled talent acquisition, recruitment optimization and military hiring solutions. As a military recruiting leader for 25+ years, Orion Talent has a long history of supporting Veterans in their search for meaningful careers and has found employment for more than 40,000 Veterans. Orion Novotus, an Orion Talent company, provides a full range of recruitment optimization and consulting solutions. Orion Talent has offices nationwide, a dedicated team of 200-plus recruiting experts, and holds more than 400 hiring events each year.

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