

Application Form - Excellence in Talent Acquisition

Category Definition

Excellence in Talent Acquisition recognizes organizations that excel in attracting, sourcing, hiring and retaining high-quality talent through innovative, data-driven, and candidate-centric practices. Organizations should have embraced modern recruitment trends —including employer branding, digital sourcing, AI-enabled screening, skills-based hiring, and enhanced onboarding — to build a strong and future-ready workforce. Organisations should have adopted an approach that creates a seamless, inclusive, and engaging candidate experience that strengthens workforce quality, organizational agility, and long-term talent planning/ capability.

Evaluation Parameters

INNOVATION	IMPACT	SCALABILITY
<ul style="list-style-type: none"> • Creative and tech-enabled solutions for supporting the talent hiring pipeline, creating established norms for candidate experience while enabling systemic changes at an organisation level that cater to an enhanced employer brand/ employer value proposition. • Variety of approaches/delivery modes/platforms used in the project/ initiative • Awareness generation and popularizing the system/process in the organization (communication & engagement) • Integration of the project/ initiative with the HR strategy and overall organization strategy 	<ul style="list-style-type: none"> • Measuring success through direct and indirect, observable metrics and benefits resulting from the initiative action items (at employee, stakeholder and systemic levels) • Parameters used to measure business and strategic impact of the project/ initiative (qualitative and quantitative metrics) • Parameters used to measure the satisfaction level, usage, and value of the project/ initiative for the target audience and employees covered by the program (people impact metrics) • Recognition of the initiative/ project in internal and external forums 	<ul style="list-style-type: none"> • Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters operational efficiency, predictive talent mapping based hiring, data-driven candidate hiring, organisation level appreciation for improved quality of hires & their onboarding. • Financial and people related investments, leadership and strategic buy-in, employee driven agendas and clear stakeholder wise ownership & accountability (e.g. details of organizational culture and infrastructural changes made, alignment with strategic business goals) • Adequate balance between a human touch (exceptions, personal connect) of the project/ initiative and transactions required due to processes implemented (through established norms, detailed guidelines) • Continued improvement in the metrics/sustained reasons made through design elements and implementation planning

Eligibility Criteria

Eligible initiatives may be single or multiple programs that have been effectively operational (implemented and not just in planning phase) for at least 12 months. The following are indicative disciplines that the initiative could fall under:

- Sourcing & Hiring
- Onboarding
- Employee Value Proposition/Positioning
- Employer Branding/Market Perception
- Candidate/ Incumbent Experience

APPLICATION FORM

As a reminder, please specify if you are applying as the local entity/subsidiary/independent firm in the given geography. And ensure that the project/ initiative has been in operation (been implemented and not only in planning phase) in the entity applying for the award for minimum 12 months.

Details of SPOC (Single Point of Contact): This could be the CHRO or relevant Functional Head.

Name: _____

Designation: _____

Email: _____

Contact Number: _____

Section A - Participant Information

All questions are mandatory. Your questionnaire may not be considered complete if these questions are left blank.

1. Company/Entity Name Applying for the Award (share full registered name):
2. Please share abbreviation of the Company/Entity Name (this is for publishing/printing on certificates and additional collateral, if you are a winner of the SHRM STAR Awards 2025):
3. Upload a hi resolution jpeg file of your company logo (this is for our records and publishing on the website, if you are a winner of the SHRM STAR Awards 2025):
4. Date of Incorporation of Company/Entity:
5. Parent Company Name (if applicable):
6. Parent Company Headquarters (if applicable):
7. Regions of Operation (if applicable):
 1. GCC (Gulf Countries Corporation)

2. Levant
3. North Africa
4. Europe
5. Americas
6. Asia-Pacific
7. Others (please specify)

8. Nature of Business/Industry Type:

1. Healthcare
2. Pharmaceuticals
3. Manufacturing
4. Services
5. Hospitality
6. IT/ITeS
7. Consulting
8. Education
9. Automotive
10. Military
11. Real Estate
12. Others

9. Nature of Ownership:

1. Corporate
2. Partnership
3. Trust
4. Government
5. Semi-Government
6. Foreign Owned Multinational

10. Revenues (as of Financial Year 2025)

1. < \$ 5mm

2. > \$5mm < \$20mm
3. > \$20mm < 50mm
4. > \$50mn

11. Structure of the HR function

1. Centralized versus decentralized
2. Outsourced/In-House HRIS
3. Extent of automation

12. Financial Year followed (Responses provided in Section A and B will be considered accordingly)

1. Jan – Dec
2. Apr – Mar
3. Jun – Jul
4. Other

13. HR Metrics:

Metrics	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Revenue Growth	%			
Profit Growth	%			
Total Employee Headcount (Full Time Equivalent/ Permanent Employees)	Nos.			
Total Contractual Employee Headcount	Nos.			
Total HR Employee Strength (FTE)	Nos.			
HR to Employee Ratio	%			
Diversity Ratio [females, males, differently abled]	%			
Average Employee Age	Years			
Voluntary Attrition Rate (Annual)	%			
Employee Engagement Scores	On a scale of 1 to 10			

Section B – Quantitative and Qualitative Metrics

This section covers the **quantitative and qualitative aspects of the initiatives** under the concerned category. Providing all the information under this section will enhance your nomination and aid the jury in accurate evaluation of your application.

For the **qualitative** section, space is available to capture **details of the depth and breadth of your organization’s initiative**. Please restrict your responses in this section to approximately **500 words per response**.

For the **quantitative** section, please provide **metrics that support the responses provided in the qualitative section with tangible metrics that show the direct and indirect impact of the initiative/s**. A few indicative options of metrics tracked for this award category are provided for each sub-element. You may fill the details basis the metrics that are tracked in your organization.

Both the quantitative and qualitative aspects follow the **three pillars of evaluation, which are Innovation, Impact and Scalability**. Each evaluation criteria is clearly defined. Please go through the definitions for each and share your responses accordingly.

INNOVATION

This criterion looks at:

- **Creative and tech-enabled solutions for supporting the talent hiring pipeline, creating established norms for candidate experience while enabling systemic changes at an organisation level that cater to an enhanced employer brand/ employer value proposition.**
- **Variety of approaches/delivery modes/platforms used in the project/ initiative**
- **Awareness generation and popularizing the system/process in the organization (communication & engagement)**
- **Integration of the project/ initiative with the HR strategy and overall organization strategy**

INNOVATION: Qualitative Metrics

For the qualitative section, space is available to capture details of the depth and breadth of your organization's initiative. Please restrict your responses in this section to approximately 500 words per response.

1. Please share key elements of your employer value proposition (EVP)

2. What were the key problem areas/ issues faced by the organization that required an innovative initiative/ organization-wide change to be implemented?

[Indicative qualitative metrics – Lengthy time to fill, quality of new hire, redundancy in onboarding process etc.]

3. Describe the initiatives that emerged to address the above-mentioned problem areas/ issues and their key objectives.

[Indicative qualitative metrics – Alignment of the Talent Acquisition strategy with overall organization strategy, innovation in sourcing/on-boarding, use of analytics and metrics to track success in talent acquisition, etc.]

INNOVATION: Quantitative Metrics

For the quantitative section, please **provide metrics that support the responses provided in the qualitative section with tangible metrics** that show the direct and indirect impact of the initiative/s.

A **few indicative options of metrics** tracked for this award category are provided as well (**click here**). You may fill the details basis the metrics that are tracked in your organization.

Metric Name	Unit of Measurement	FY 2023-24	FY 2024-25	FY 2025-26
Metric #1 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #2 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #3 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #4 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only

Indicative Quantitative Metrics:

- **Creative and tech-enabled solutions:**
 - % of roles screened or shortlisted using AI-enabled tools (e.g. applications screened through AI for skills match and bias reduction); Reduction in hiring cycle time due to automation or digital workflows
 - Increase in predictive accuracy of AI-based assessments (skills, culture fit, job success; e.g. Predictive accuracy using ML-based assessments); Usage rate of digital onboarding platforms or virtual preboarding
- **Variety of approaches/delivery modes/platforms used in the project/ initiative**
 - Number of digital sourcing channels/platforms used (e.g., talent marketplaces, social recruiting, gig portals); % of hires attributed to non-traditional sources (hackathons, talent communities, referrals, skill-based platforms; diversity hiring initiatives, campus ambassador programs)
 - Increase in multi-format onboarding experiences (virtual tours, mobile onboarding, micro-learning); Global or cross-business adoption of modern TA platforms; Use of personalized communication and engagement tactics during the recruitment process
- **Awareness generation and popularizing the system/process in the organization (communication & engagement)**
 - Employer branding campaign reach and engagement rates (clicks, views, impressions); Increase in career site traffic or job application volume
 - Participation in TA training or capability-building sessions internally (e.g. hiring managers trained on skills-based interviewing); Candidate experience feedback/NPS after system updates
- **Integration of the project/ initiative with the HR strategy and overall organization strategy**
 - % of critical roles filled using skills-based hiring linked to strategic workforce planning (e.g. % of digital & tech roles filled via skills-first assessments); Increase in internal mobility hires enabled by TA–HR integration
 - Hiring quality index improvement (measured via first-year performance + retention), e.g. Quality-of-hire score); % alignment of TA KPIs to business goals (e.g., growth, market expansion, innovation roles)

IMPACT

This criterion looks at:

- Measuring success through direct and indirect, observable metrics and benefits resulting from the initiative action items (at employee, stakeholder and systemic levels)
- Parameters used to measure business and strategic impact of the project/ initiative (qualitative and quantitative metrics)
- Parameters used to measure the satisfaction level, usage, and value of the project/ initiative for the target audience and employees covered by the program (people impact metrics)
- Recognition of the initiative/ project in internal and external forums

IMPACT: Qualitative Metrics

4. How did you assess the effectiveness of the initiatives undertaken and what were the results?

[Indicative qualitative metrics – Candidate satisfaction scores, quality of new hire, ROI on hiring, other metrics, etc.]

5. What impact have your initiatives had on your key stakeholders?

[Indicative qualitative metrics – Bottom line impact, manager feedback, institutionalizing new practice in talent acquisition and onboarding, etc.]

IMPACT: Quantitative Metrics

For the quantitative section, please **provide metrics that support the responses provided in the qualitative section with tangible metrics** that show the direct and indirect impact of the initiative/s.

A **few indicative options of metrics** tracked for this award category are provided as well ([click here](#)). You may fill the details basis the metrics that are tracked in your organization.

Metric Name	Unit of Measurement	FY 2023-24	FY 2024-25	FY 2025-26
Metric #1 (i) <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #2 (i) <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #3 (i) <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #4 (i) <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 (i) <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only

Indicative Quantitative Metrics:

- Business and Strategic Impact
 - Reduction in time-to-hire or time-to-fill for critical roles (e.g. Average time-to-fill); Increase in quality of hire (performance rating of new hires in first year)
 - Reduction in cost-per-hire due to digital tools or optimized sourcing; Improvement in business productivity linked to faster onboarding and readiness (e.g. New-hire ramp-up time); Reduction in recruitment and turnover costs due to improved processes and strategies
- Systemic Impact
 - % of roles filled through skills-based or capability-based hiring models (e.g. Skills-based matching of mid-level and leadership roles); Increase in internal mobility or internal hires due to refined hiring and career pathways; Offer to Join Ratio; Vacancies filled internally (through Internal Job Postings)
 - Expansion of global or multi-channel sourcing footprint; Consistency of hiring processes across regions/business units (e.g. Standardized recruitment framework implemented)
- People Impact
 - Increase in candidate satisfaction scores (candidate NPS or experience scores); Reduction in early attrition (0–6 months) due to improved onboarding & EVP alignment
 - Increase in engagement of new hires post onboarding; Higher offer-to-acceptance ratio due to stronger employer brand and EVP

- Stakeholder Perception and Recognitions
 - Improvement in employer brand ranking or perception scores; Increase in positive external reviews (Glassdoor, LinkedIn, job portals, candidate review rating)
 - Number of industry recognitions/awards related to hiring excellence or candidate experience; Positive sentiment increase among hiring managers (internal stakeholder NPS)

SCALABILITY

This criterion looks at:

- **Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters operational efficiency, predictive talent mapping based hiring, data-driven candidate hiring, organisation level appreciation for improved quality of hires & their onboarding.**
- **Financial and people related investments, leadership and strategic buy-in, employee driven agendas and clear stakeholder wise ownership & accountability (e.g. details of organizational culture and infrastructural changes made, alignment with strategic business goals)**
- **Adequate balance between a human touch (exceptions, personal connect) of the project/ initiative and transactions required due to processes implemented (through established norms, detailed guidelines)**
- **Continued improvement in the metrics/sustained reasons made through design elements and implementation planning**

SCALABILITY: Qualitative Metrics

6. What are the key factors that are required for the initiatives to sustain and grow over the next few years?

[Indicative qualitative metrics – Budget allocation, separate team, leadership and employee commitment, formal policy on these initiatives etc.]

7. What are some of your planned talent acquisition Initiatives for the next 2 to 3 years?

SCALABILITY: Quantitative Metrics

For the quantitative section, please **provide metrics that support the responses provided in the qualitative section with tangible metrics** that show the direct and indirect impact of the initiative/s.

A **few indicative options of metrics** tracked for this award category are provided as well (**click here**). You may fill the details basis the metrics that are tracked in your organization.

Metric Name	Unit of Measurement	FY 2023-24	FY 2024-25	FY 2025-26
Metric #1 <small>(i) <click here to view sample metrics></small>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #2 <small>(i) <click here to view sample metrics></small>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #3 <small>(i) <click here to view sample metrics></small>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #4 <small>(i) <click here to view sample metrics></small>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 <small>(i) <click here to view sample metrics></small>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only

Indicative Quantitative Metrics:

- Long-term Commitment and Resource Prioritization:
 - Timelines or financial commitments, resource allocations for long-term goals and milestones set for talent acquisition initiatives (consistency in planning and implementation, success metrics for employee participation and engagement, and cultural impact, % of talent acquisition’ funds allocated across multi-year cycles; Multi-year investment in technology upgrades or AI-enabled capabilities)
 - Milestones for an employee led, technology enabled action plan with data driven tracking & implementation (dashboards, impact-tracking tools), number of dedicated resources/roles (Increase in dedicated resources/roles supporting talent acquisition innovation) added annually; Scaling of hiring volume supported by the same or fewer resources; Targeted expansion of sourcing/branding channels over time
- Continuous Improvement:
 - Number of enhancements or new features added to TA systems annually based on analytics or feedback; frequency of program updates based on feedback and performance reviews, Year-over-year reduction in hiring friction metrics (e.g., process steps, bottlenecks, ATS/AI functionalities rolled out)

- Improvement in process efficiency metrics after iterations; Increase in recruiter adoption and usage rates for enhanced tools
- Integration with Business Strategy:
 - % of business units embedding talent acquisition KPIs in their scorecards; Number of business units adopting workforce planning models linked to TA analytics; % of strategic roles filled within SLA using advanced TA methods
 - Internal mobility rate influenced by TA & onboarding synergy; Hiring success correlated with business outcomes
- Transparency and Reporting:
 - Frequency and reach of TA dashboards shared with leadership; Number of recruitment metrics tracked consistently
 - % of hiring decisions supported by data-driven reporting; Number of communication touchpoints used to share talent acquisition outcomes; Audit or compliance accuracy of TA processes (e.g. % of hiring decisions driven by AI-generated fit and skills analytics, compliance rate across hiring documentation and processes)
- Sustainable Impact:
 - Multi-year stability in quality-of-hire scores; % of retention of new hires beyond 1, 2, or 3 years
 - Targeted Scaling of TA initiatives across regions, roles, and hierarchy levels; Targeted sustained improvement metrics for candidate experience

8. Please use the space below to add any further details/information to supplement your responses provided in the above three sections for Innovation, Impact and Scalability.

Note: You may choose to attach up-to five supporting collaterals for a particular award category (maximum file size: 5 MB for PDF and 2 GB for MP4). These collaterals will be accepted only in the form of PDF documents or MP4 video files. [Please note no excel formats, links hyperlinked in text will be accepted. In case of a video submission, this video needs to talk specifically about the intervention/ practice been showcased and should not be a generic one.]

GLOSSARY OF KEY TERMS USED/STANDARD UNDERSTANDIGN OF TERMINOLOGY

Terms	Descriptions
FY (Fiscal Year)	Refers to the financial year followed in the region. 1 st April to 31 st March (Please clarify in Section A in case of exception)
Leadership Team	The top 2 tiers of your organization i.e. the Chairman/ MD/ CEO and Executive Board (or equivalent).
Senior Management	This includes first level reports of the Leadership Team
Middle Management	This includes senior managers with experience ranging between 8 to 16 years
Junior Management	This includes first level managers with experience ranging between 2 to 8 years
Staff	This includes Individual contributors with no people managerial responsibility (i.e., no one reporting to them)
Blue Collar	Skilled and unskilled workers
Full Time/ Permanent Employees	These are employees, who are on the payroll of the organization and work a normal week. These do not include seasonal staff, temporary staff, contractors, consultants, vendors etc.
Employee Growth Rate	Year on Year increase in the number of employees (Full time and Permanent employees only)
Average Employee Age Group	This refers to the average age group (range) within which most of the organization’s employees would fit.
Offer Drop %	Percentage of Employment Offers rejected
Employee Engagement Scores	We are referring to the Employee Engagement survey which is conducted every year in the organization. Calculated as number of respondents (employees who have responded to this area/shared this as a factor of engagement related to the organization) as a percentage of the total number of respondents.
Customer Satisfaction Scores	Customer Satisfaction Scores captured through a survey. This includes external customers only.