



Functional Area #2: Talent Acquisition

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Attempts to provide an adequate supply of qualified individuals to complete the body of work necessary for the organization's financial success

- Acts on the organizational human capital needs identified through workforce planning
- Anticipates organizational staffing needs and balances those needs with actual talent supplies

Effect of Growth Strategies



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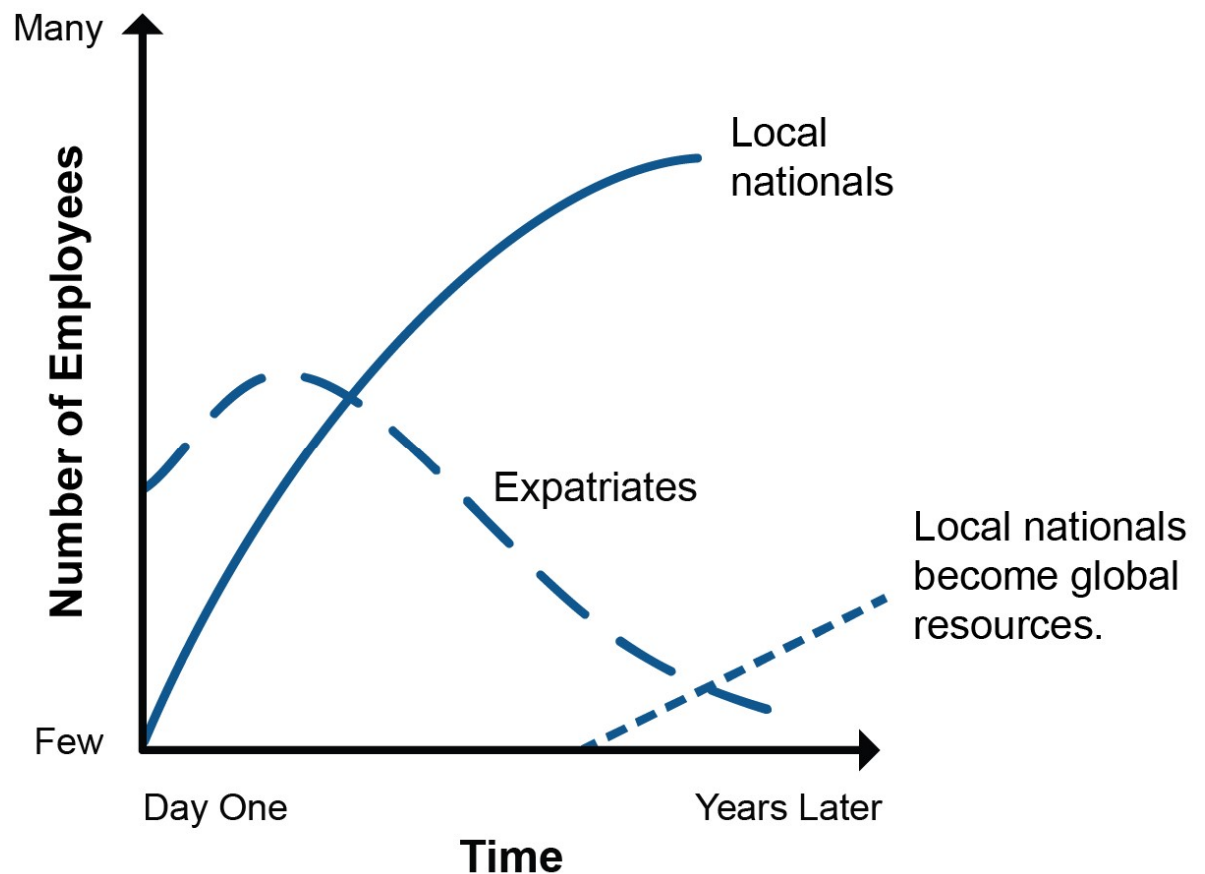
Type	Implications
Merger/acquisition	New resources for talent Retention of talent
Joint venture	Contributions of how much and what type of talent from each partner
Greenfield operation	All new staff Effects of local laws and labor markets
Strategic alliance	Staffing requirements if new venture is formed

Staffing Patterns in Global Organizations



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Initial staffing may rely on assignees. Gradually they are replaced by local nationals. Eventually the local nationals become global assignees themselves.



Based on Calvin Reynolds



Positions the organization as an “employer of choice” in the labor market

- Creates a positive, compelling image of the organization
- Provides a clear and consistent message about what it is like to work at the organization
- Encourages the best potential candidates to apply
- Reinforces the public’s image of the organization



- The foundation of employment branding
- A magnet to the organization's employment brand
- Aligned with the organizational strategic plan, vision, mission, and values
- An image that answers the questions why top talent:
 - Would want to start working for this organization
 - Would want to stay working for this organization

Must accurately reflect the work environment and be congruent with the external brand

Employment Branding Tools



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Collateral
materials

Fairs and
community
events

Social
media

Dialogue
with
employees

Word of mouth
(employees and
candidates)

Website

Marketing campaigns and media ads

Building an Employment Brand



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How are we perceived now?

Who is our competition for high-quality employees?

What are the strengths and weaknesses of our brand?

What value and benefits shall we communicate?

Is our brand consistent across all audiences?



Test the brand.

Execute the brand.

Reassess and revitalize the brand periodically.

Promote the brand continuously.

Best Practices for Employment Branding



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Brand pillar
identification



Achievement of work
environment awards



Personalized channels
for external audiences

Common Elements of Job Descriptions



Written description of a job and its requirements, including tasks, knowledge, skills, abilities, responsibilities, and reporting structure



Common Elements

- Job identification
- Position summary
- Minimum qualifications
- Duties and responsibilities
- Success factors
- Physical demands
- Working conditions
- Performance standards



Competency

A cluster of highly interrelated attributes, including knowledge, skills, and abilities, that give rise to the behaviors needed to perform a given job effectively

Competency Model

A set of competencies defining the requirements for effective performance in a specific job, profession, or organization (e.g., the SHRM BoCK™)



Job description components may vary by organization and by job market. Some variations include:

- **Essential functions** (i.e., primary job duties individual must be able to perform with or without reasonable accommodation).
- **Nonessential functions** (i.e., desirable but not necessary).
- **Sign-off** (documentation of employee understanding of job description).
- **Disclaimers** (e.g., organization's right to change responsibilities and tasks as needed by employer).



Uses

- Intracountry and cross-border transfers
- Career management and succession planning
- Compensation studies
- Statistics for job types across organization
- Comparison and alignment of business processes across countries

Challenges

- Lack of global competency model
- Country variations
 - Interpretations of job functions
 - Expectations for similar jobs
 - Approaches to on-the job development
 - Work environments
 - Compliance requirements
 - BFOQs

Job Specifications



Describe the minimum qualifications necessary to perform a job.

Include experience, education, training, licenses and certification (if required), mental abilities and physical skills, level or organizational responsibilities.

Should reflect what is necessary for satisfactory performance, not what the ideal candidate should have.

The role they play in the legal and regulatory environment can vary from one country to another.

Writing Job Descriptions and Specifications



- ✓ Give jobs realistic and descriptive titles.
- ✓ Keep the summary short (no more than four or five sentences).
- ✓ List only the most important duties, tasks, or responsibilities.
- ✓ Identify the essential job duties and responsibilities.
- ✓ Review the KSAs to be sure they are job-related.
- ✓ Secure approvals and dates.
- ✓ Include any appropriate disclaimers.

Jobs change and necessitate regular reviews and updates.



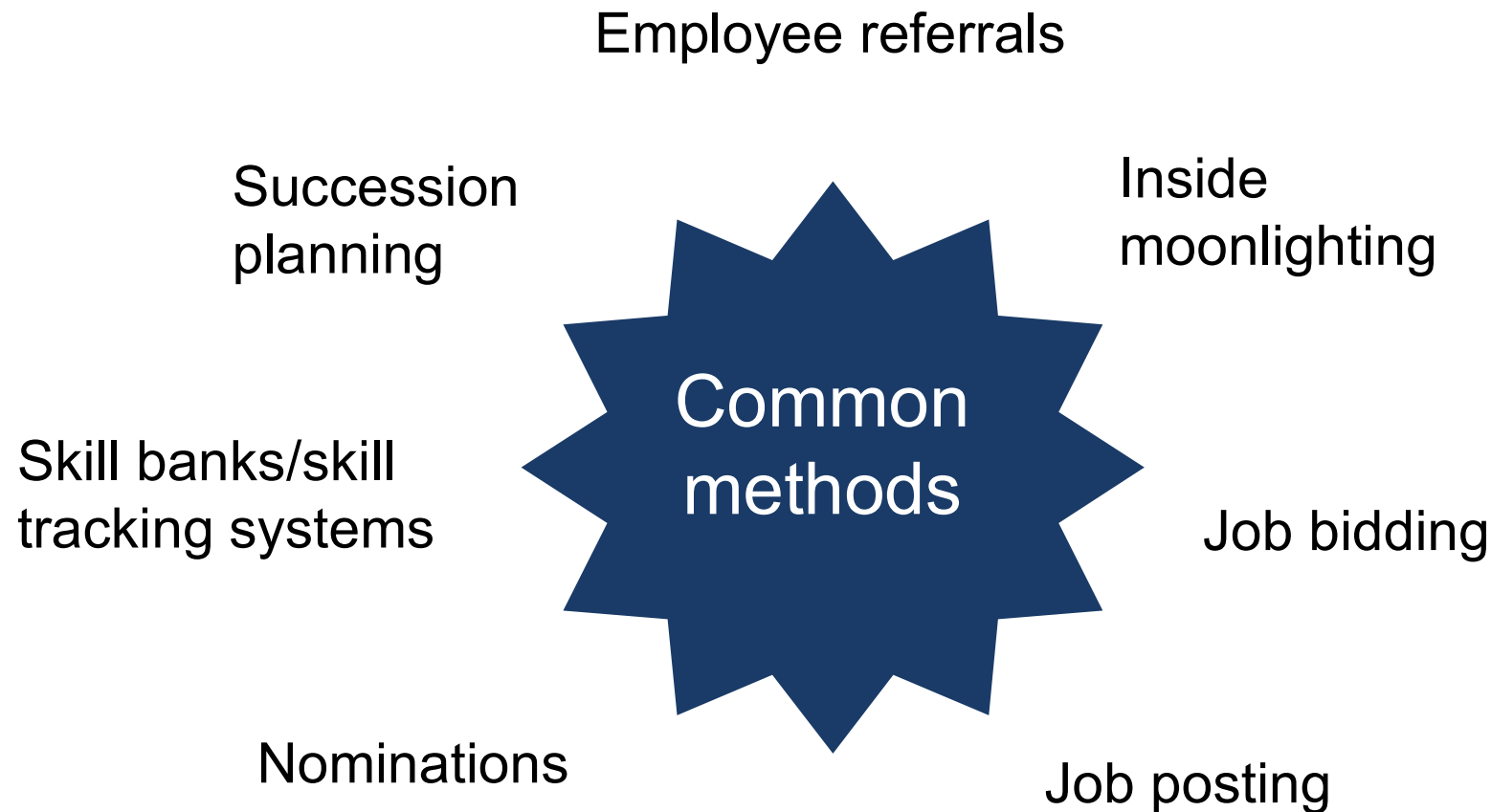
- Sourcing: generates a pool of qualified applicants
- Recruitment: encourages candidates to apply

Internal

- Identifies candidates within domestic or global operations
- Typically uses internal postings and succession planning

External

- Finds candidates through a variety of sources outside the organization
- Talent shortages and globalization force organizations to cast a “wide net”







Advantages

- Widens recruitment sourcing (e.g., active and passive candidates)
- Provides almost immediate response
- Increases applicant pool
- Facilitates better candidate matching
- Supports realistic job previewing
- Supports targeting specialized skills and particular lifestyle or culture-fit groups

Disadvantages

- High volume of responses, many from unqualified candidates
- May require labor-intensive and costly filtering processes
- May be restricted by data privacy regulations
- May exclude qualified candidates
 - Who would rather send a résumé
 - Who do not have access to the technology



Advantages

- Low-cost organizational publicity
- Posting of vacancies
- Branding
- Targeting geographically diverse talent
- Employment screening
- Reduced recruiting costs and time to fill
- Engagement of passive job candidates

- Potential inaccuracy of information learned about candidates
- Legal risks associated with what employer learns about prospective candidates and how information is used or managed

Disadvantages

Recruiting Effectiveness



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- Be proactive.
- Brand.
- Use realistic profiles.
- Automate.
- Innovate.
- Interact.
- Promote.
- Adapt.
- Champion diversity.
- Be judicious.
- Be vigilant.



Head count	<p>Indicates the number of people on the organization's payroll at a particular time.</p> <p>Calculating average head count over a year provides a representation of the average number of employees the organization requires.</p>
Groups and subgroups	<p>Divides and subdivides employees into categories (e.g., executive, manager, staff, trainees, contractor, status).</p> <p>Knowing composition of the workforce helps planning for diversity and operational requirements.</p>
Demographics	<p>Provides basic statistics and characteristics about employee groups (e.g., age, occupation, income).</p> <p>Demographic trends provide important metrics for HR planning and forecasting.</p>



$$\text{Cost per hire (CPH)} = \left[\frac{\sum (\text{External costs}) + \sum (\text{Internal costs})}{\text{Total number of hires in a time period}} \right]$$

- SHRM standard that addresses problems with variability in the traditional cost-of-hire measure (total costs divided by number of new hires)
- Differentiates between internal and comparable CPH metrics:
 - Cost per hire, internal (CPHI)
 - Cost per hire, comparable (CPHC)



Recruitment cost ratio (RCR)

$$\frac{\text{External costs} + \text{Internal costs}}{\text{Total first-year compensation of hires in a time period}} \times 100 = \frac{\$200,000}{\$2,000,000} \times 100 = 10\%$$

Yield ratios

$$\frac{\text{Qualified applicants}}{\text{Total applicants}} = \frac{100}{300} = 33\%$$

$$\frac{\text{Offers extended}}{\text{Qualified applicants}} = \frac{5}{15} = 33\%$$

$$\frac{\text{Minority applicants}}{\text{Total applicants}} = \frac{80}{300} = 27\%$$

$$\frac{\text{Offers extended}}{\text{Final interviews}} = \frac{5}{10} = 50\%$$

$$\frac{\text{Female applicants}}{\text{Total applicants}} = \frac{185}{300} = 62\%$$

$$\frac{\text{Offers accepted}}{\text{Offers extended}} = \frac{3}{5} = 60\%$$



Number of days from opening of job requisition to acceptance of offer

- Helps HR determine a realistic amount of time for hiring new employees
- Helps managers plan how to best redistribute work
- Supports resource and budget planning

Emphasizing speed may increase recruitment costs and decrease quality of hire.

HR Metrics: Attrition



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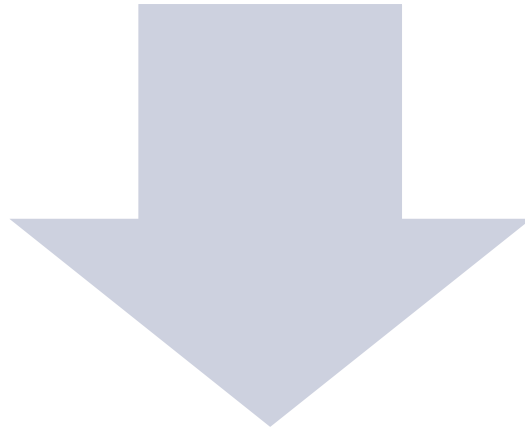
- Loss of employees for reasons other than firing and other employer-initiated events
- Implies that an employer has no direct control over how many personnel are lost to employee attrition

It is important to understand why employees leave, not just the fact that they leave.

Workforce Analytics



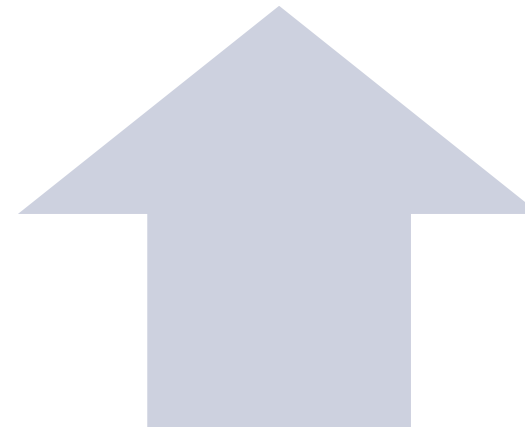
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Mitigates collecting
volumes of data or
“analysis paralysis”



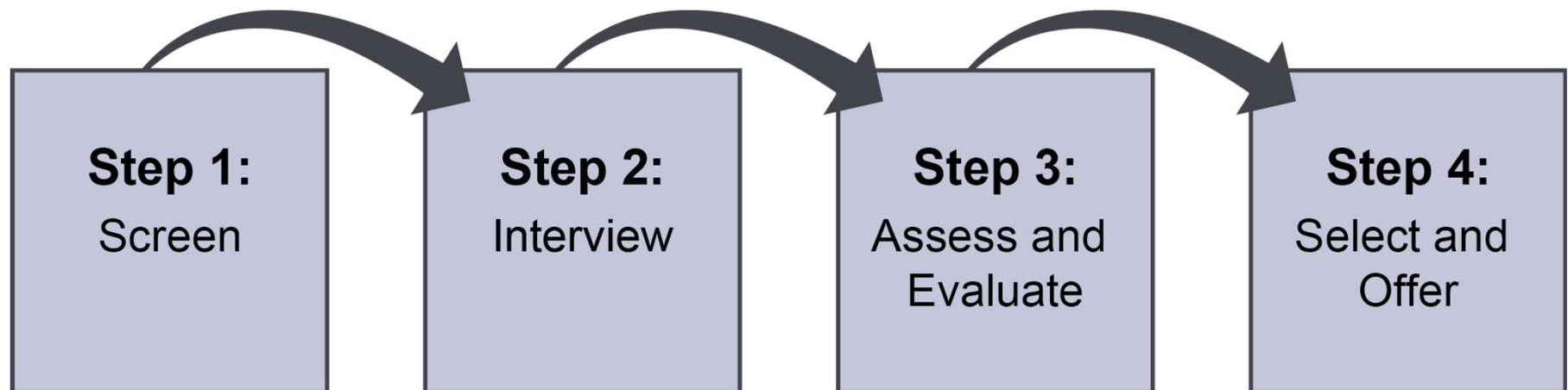
Improves vital decisions
about talent and helps
address workforce
challenges



Selection Process



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Step 1: Screen



Selection screening involves analyzing the candidates' application forms, curricula vitae, and résumés to locate the most-qualified candidates for an open job.

- Identifies applicants who fit minimum selection criteria
- Provides a source of questions for subsequent interviews
- Provides information for reference checks
- Helps to ensure that managers or other internal stakeholders spend time interviewing only qualified candidates

Applicant Tracking Software (ATS)



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Provides an automated way for organizations to manage the entire recruiting process, from receiving applications to hiring employees

- Greatly reduces the time spent reviewing documents
- Tracks where candidates found a job posting
- Helps build a database for use with future vacancies

May be mandatory for regulatory compliance

Curricula Vitae (CVs) and Résumés



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- Both provide an overview of a person's experience and other qualifications.
- Are country- and culture-specific.

CV

Fairly detailed overview of a candidate's accomplishments, especially those relevant in academia or research

Résumé

Typically a more concise and general introduction to a candidate's experiences and skills; modified for each position a candidate applies for

Warning Signs in Application Forms, CVs, and Résumés



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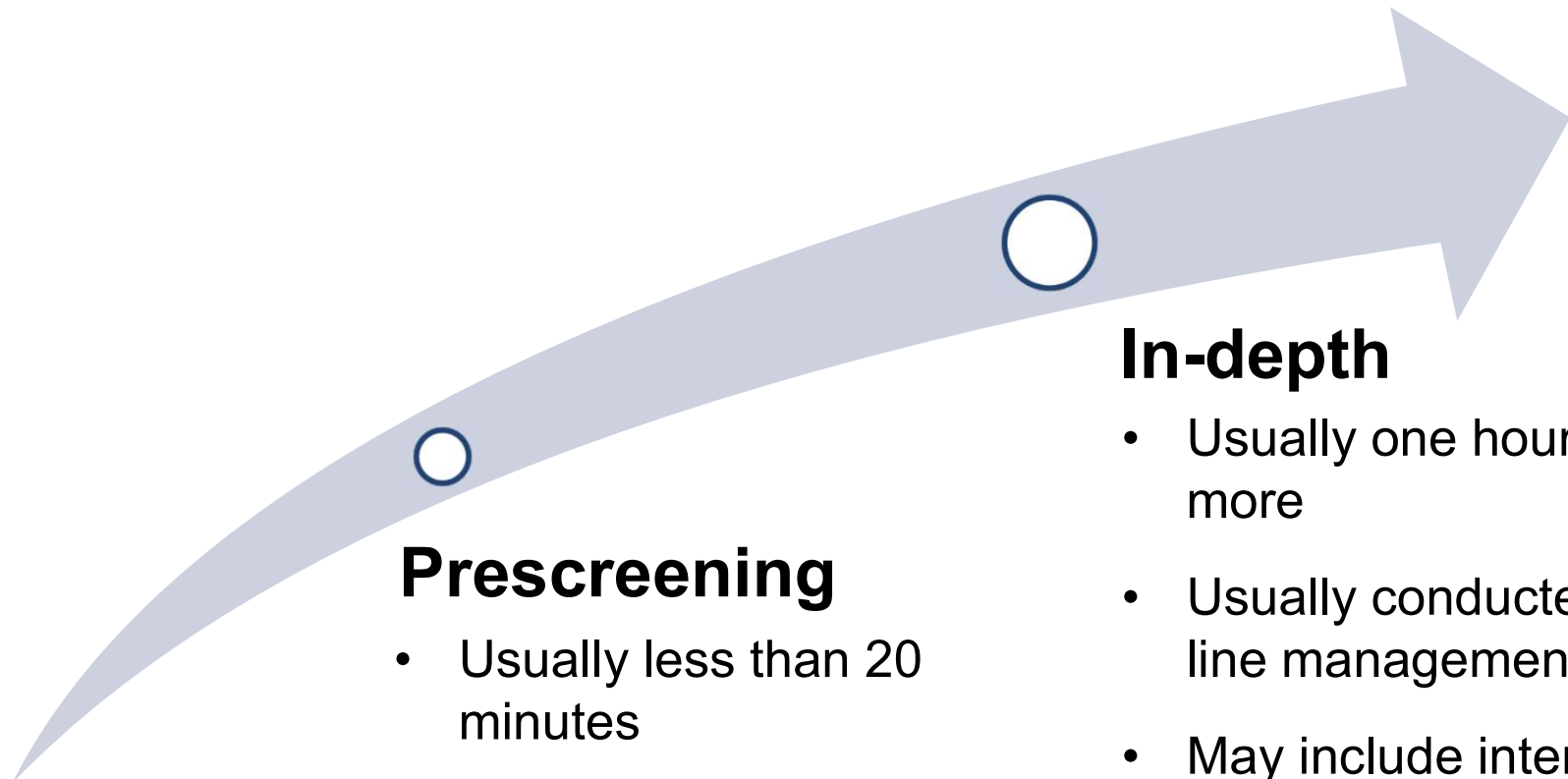
- Excessive “filler information”
- Messy, poorly organized, or incomplete
- Too much self-promotion (versus team credit)
- Vague terms
- Inconsistent career path

Step 2: Interview



Selection interviews are designed to probe areas of interest to the interviewer in order to determine how well the candidate meets the needs of the organization.

- Ask the candidate a series of questions
- Qualify candidates more than any other procedure in the selection process
- Require that interviewers are properly trained



Prescreening

- Usually less than 20 minutes
- Usually conducted by HR
- Useful for high volume of applicants

In-depth

- Usually one hour or more
- Usually conducted by line management
- May include interviews conducted by potential colleagues

Interviews



Structured	Every candidate is asked same questions.	<ul style="list-style-type: none"> • Repetitive interview
Unstructured	Process is more conversational, building on candidate's responses.	<ul style="list-style-type: none"> • Non-directive interview
Behavioral	Focus is on how candidate handled past situations and on pointed questions about minimum qualifications.	<ul style="list-style-type: none"> • “Give me an example...” • “Describe a situation...” • “Tell me how you handled...”

Interviews



Competency-based	Candidates are asked to illustrate how they demonstrated needed KSAs in past.	<ul style="list-style-type: none"> • “How did you manage this situation?” • “What did you do when X happened?”
Group	<p>Multiple candidates are interviewed at the same time.</p> <p>Each candidate is interviewed by multiple people.</p>	<ul style="list-style-type: none"> • Fishbowl interviews • Team interviews • Panel interviews
Stress	Interviewer puts the applicant under some degree of stress.	<ul style="list-style-type: none"> • Interviewer attitude • Puzzles • Case interviews and simulations

Interview Guidelines



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Before

- Become familiar with the position's duties and requirements.
- Be prepared to answer general questions about the organization.
- Formulate your questions.
- Organize the questions (e.g., in the order to be asked).
- Review the candidate's application, CV, and/or résumé.

During

- Establish rapport.
- Listen carefully.
- Make smooth transitions from one topic to another.
- Observe nonverbal behavior.
- Take notes.
- Conclude the interview.

Effective Questioning Techniques

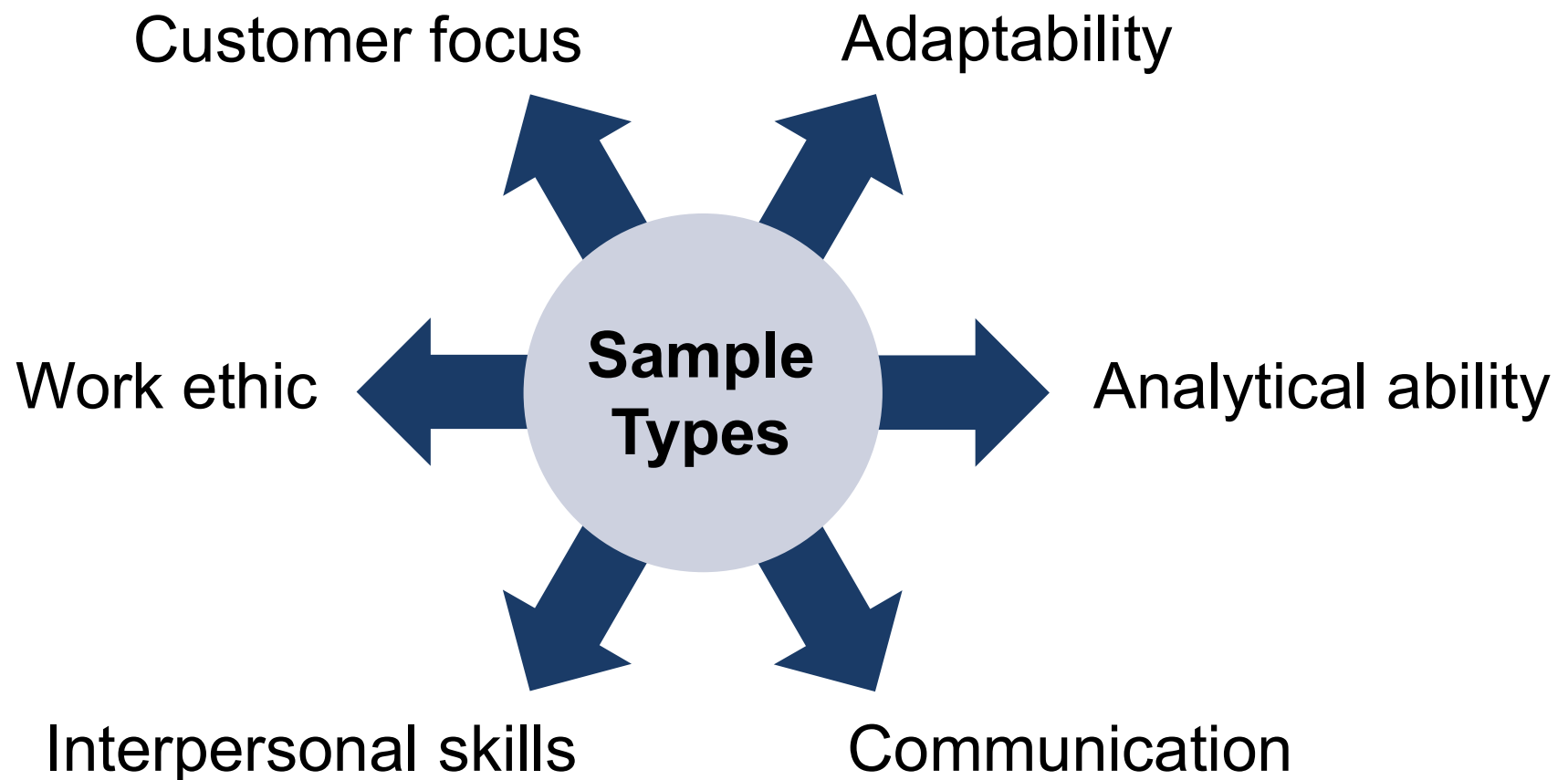


- ✓ Turn each desired skill set or job characteristic into a series of open-ended questions.
- ✓ Facilitate the candidates' sharing of their experience and expertise through their responses.
- ✓ Ask questions that lead a candidate to:
 - Describe, in detail, his or her technical expertise.
 - Discuss core competencies.
 - Demonstrate problem-solving behavior, learning and communication style, and other necessary attributes.

Interview Question Focus



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Step 3: Assess and Evaluate



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Goal of assessment is to determine if candidate has potential to be successful in job.

Aim for transparent decisions based on fact.





Assessment methods help to identify applicant knowledge and skills that cannot be determined through interviews.

Substantive (Pre-Employment) Assessments

- Cognitive ability tests
- Personality tests
- Aptitude tests
- Psychomotor tests
- Assessment centers

Discretionary Assessments

- Methods sometimes used to separate finalists who receive job offers

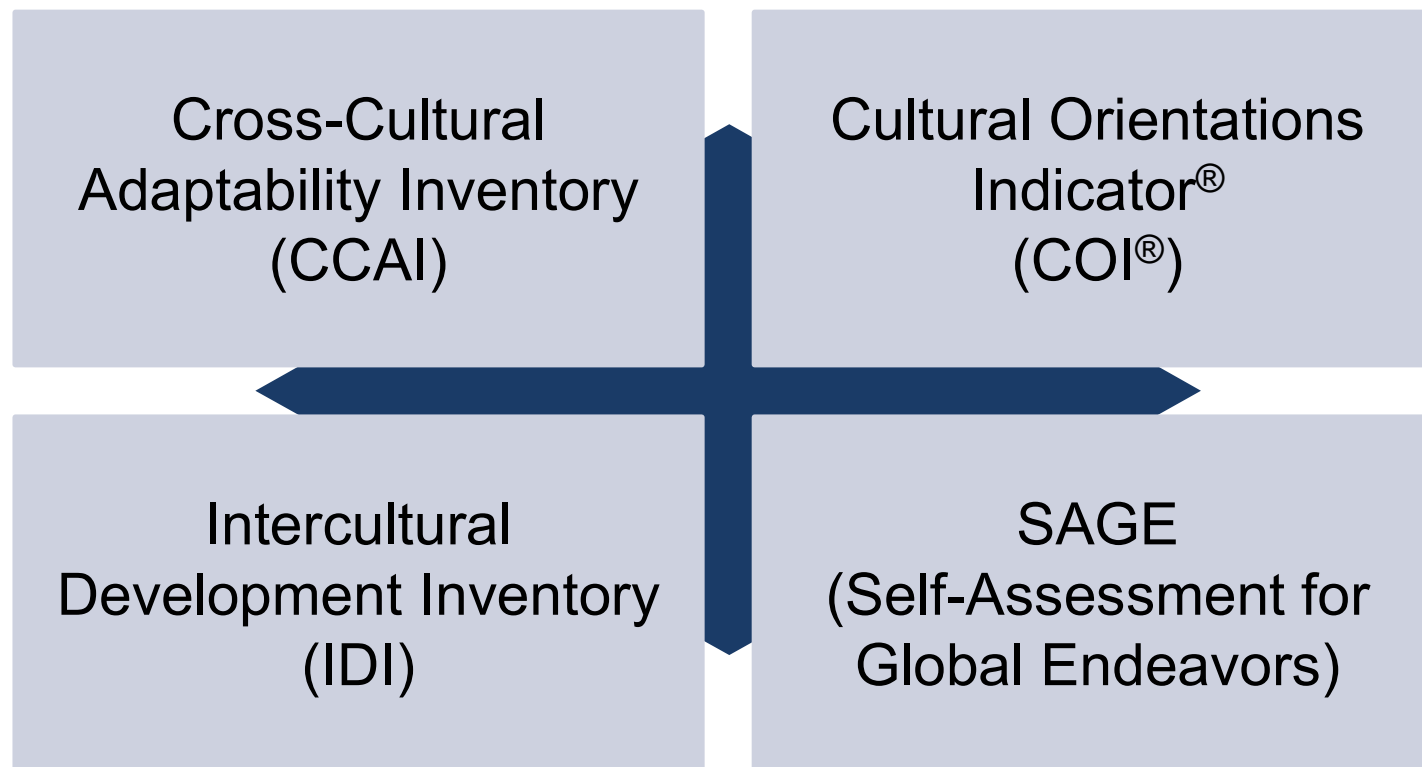
Contingent Assessments

- Drug tests
- Medical exams

Examples of Cultural Assessment Tools



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Selection Equity and Cost-Effectiveness



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Equity

- Has the organization been successful in identifying and selecting a diverse, multifaceted workforce?
- Do job applicants view the process and decisions as fair?

Cost-Effectiveness

- Do the costs of assessment and the entire selection program correlate with productive and successful hires?

Background Investigations and Reference Checks



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Background investigations

- Authenticate information (e.g., education and work history) supplied by a job applicant
- Usually improve hiring decisions

- Verify previous employment and provide information about the applicant's aptitude and character
- Involve contacting the applicant's former employers, learning institutions, and personal references



Reference checks

Step 4: Select and Offer



Last step in the selection process

Brings everything together to complete candidate evaluations.

Should document results and be systematic.

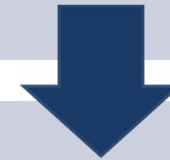
Ideally, the selection process yields a pool of qualified candidates (not just one).

Decision Process

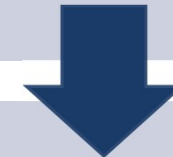


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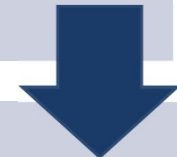
Organize/summarize information in terms of selection criteria.



Identify and rank acceptable candidates.



Collect additional information as necessary.



Make an offer to the top candidate.

Job Offers



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Contingent Job Offer

- Job offer that is contingent on candidate passing certain tests or meeting certain requirements

Employment Offer

- Oral/written communication that formally offers applicant job
- Generally not legally binding

Employment Contract

- Written agreement between organization and employee that explains employment relationship
- Confers legal obligations

Nonselected candidates for an open position should be notified promptly.

Engagement in Talent Acquisition



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Based on Brilliant Ink survey data

**Make the job hunt
simple, seamless,
and informative.**

**Create accurate first
impressions.**

**Make the
first day count.**

**Give employees
a structured
onboarding
experience.**

Provide a “buddy.”

**Show employees a
path to success.**



Orientation

- Helps employees (new or rehired) become familiar with organization, department, coworkers, and job.
- Generally lasts one to two days.
- Helps employee develop realistic image of organization and/or job.

Onboarding

- Encompasses orientation as well as first months of employee's tenure.
- Helps employees develop positive working relationships with their supervisor, coworkers, and others.
- May be informal or formal.

Discussion



A company has a rigorous drug use and criminal conduct screening process for all job applicants. The drug test is a straightforward pass/fail screen. HR is the only party involved who has access to more details about the results.

A hiring manager comes to HR wanting more details about a candidate disqualified on the drug screen. The manager asks, “Was it just marijuana?”



- What are the main issues raised by this scenario?
- How would you handle this?
- What HR competencies would be useful here?

Discussion



In another application, a criminal background report indicates that six years ago a candidate was convicted of driving while intoxicated (DWI), and her driving license was revoked for six months. Driving is not part of the duties for this job position. The hiring manager is new to the company, and this is his first hire. He feels very invested in this choice. He calls HR to check on the applicant's progress.

Discussion



- As an HR professional, what are your main responsibilities in this situation?
- How would you handle this?
- What HR competencies would be useful here?