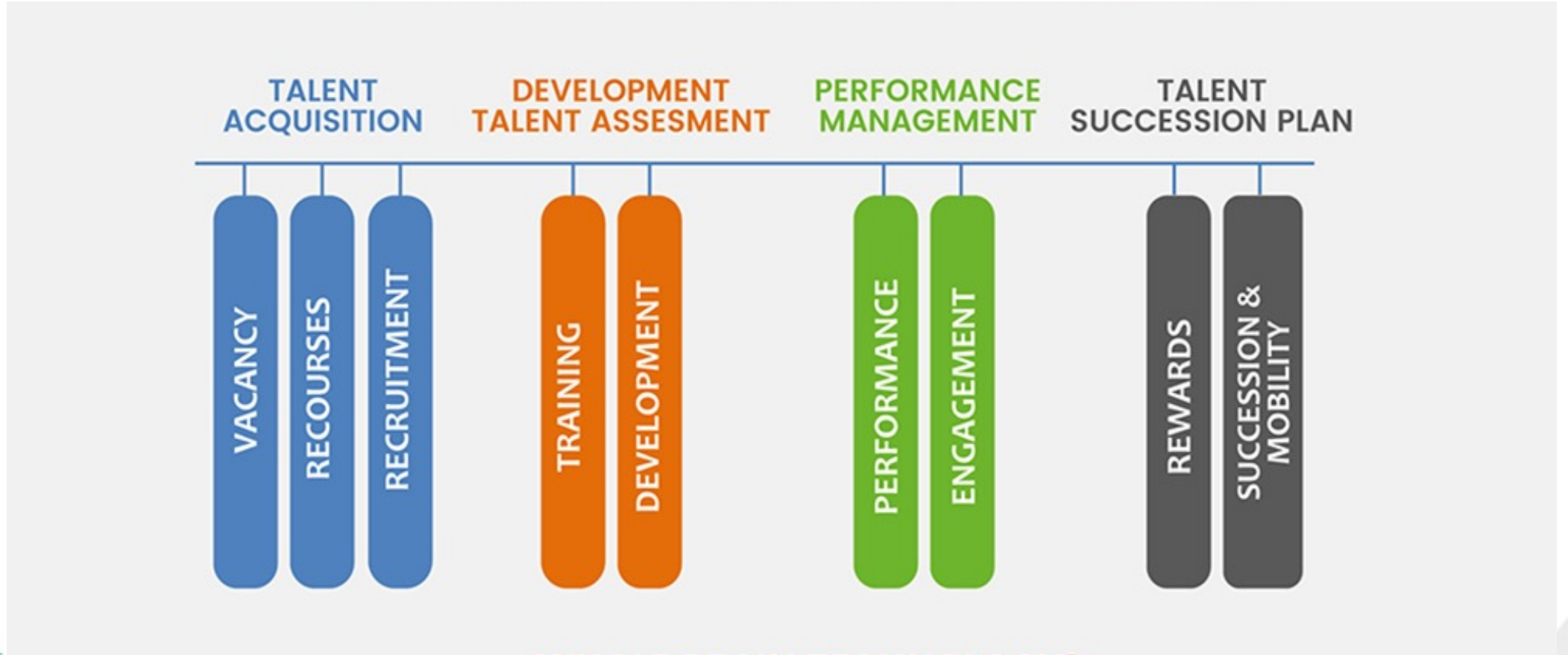




Recruitment, Selection and Placement



Talent Management



By Total Talent Management

Outline

- The concept/context of recruitment, selection and placement (RSP)
- Components of the RSP
- The strategic imperatives of employee resourcing
- Emerging trends in employee resourcing

Today's Realities

- Securing the right person for the right job at the right time is at the core of every business
- Ability to attract and keep good people - critical constraint on the growth and success of any business
- Ability to attract and keep good people - the most important responsibility of management
- An incompetent person hired shows the incompetence of the recruiter

What is Recruitment?

- Process of searching for prospective employees and stimulating them to apply for a job in an organization;
- Process must follow a policy guideline – the Recruitment Policy;
- Overall aim of process: to obtain the number and quality of employees required to satisfy the HR needs of an organisation at minimum cost.

Employee Resourcing

- Process of matching future organisational needs with the supply of properly qualified, committed and experienced staff in the right place at the right time.
- Such staffers can be drawn from the internal or external labour market.

Human Resources Management

- HR Management is to achieve greater employee productivity by ensuring that:
 - The right number of people,
 - With the right skills,
 - In the right place,
 - At the right time,
 - With the right attitude,
 - Doing the right work,
 - At the right cost,
 - With the right work output, and
 - With an optimal workload.



Questions?

- How do you determine future requirements?
- How do you assess the ‘properly qualified’?
- How do you assess ‘the committed’?
- If you can’t get people on the inside, how do you attract people on the outside?
- What if you can’t find the right people?
- What if you start with the wrong people?

Recruitment Pitfalls

- Sacrificing **quality for expediency**
- Shortchanging on salaries
- Unclear job descriptions
- Shoddy onboarding process
- Denigrating applicants

Challenges of Employee Recruitment

- Bias and prejudice;
- Tribalism, racism and other sentimental consideration;
- Political balancing or quota system;
- Godfatherism
- Inadequate training of personnel and Human Resources Officers;
- Inadequate funds.

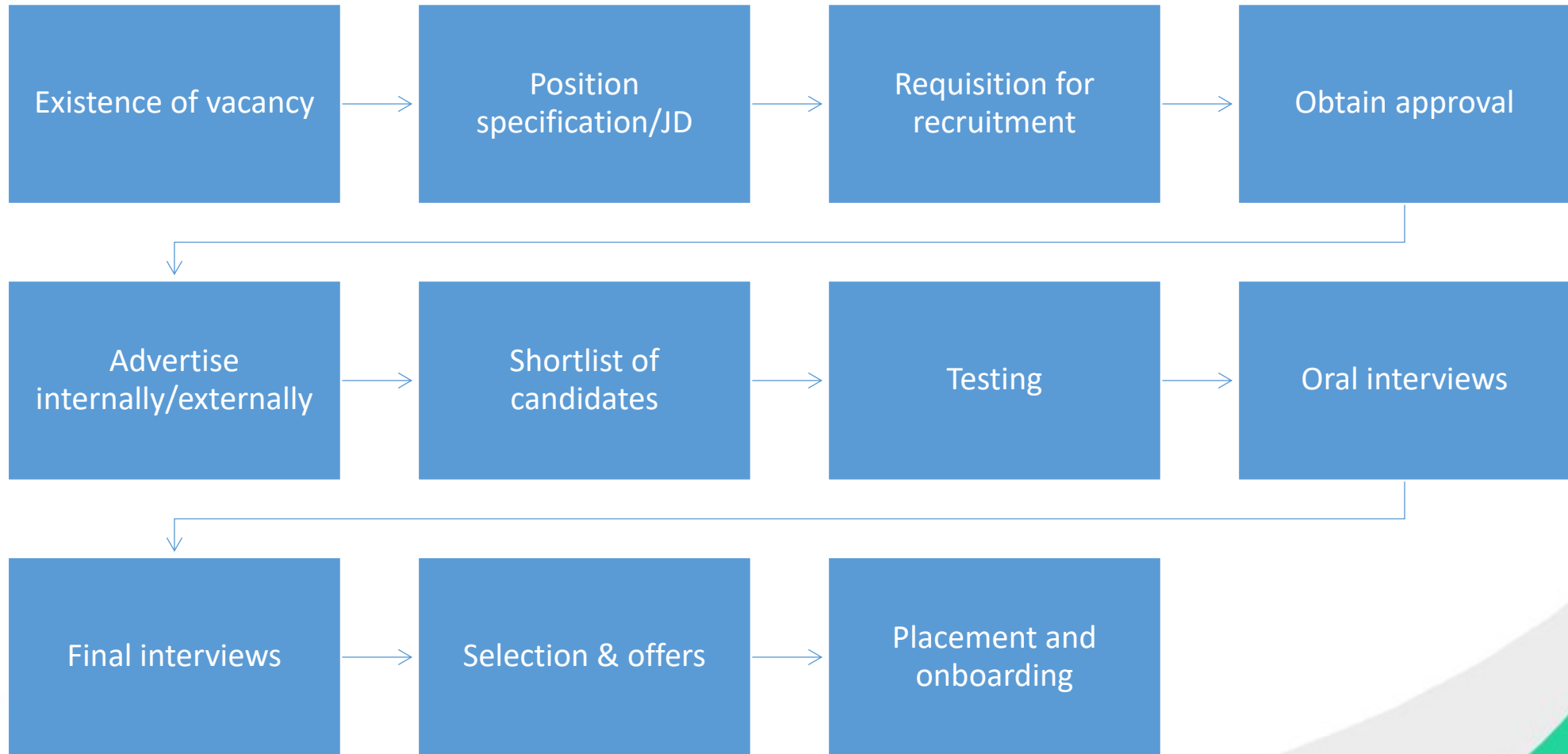
Recruitment Policy

- Written recruitment policy to promote good practice, set standards and clarify the roles, responsibilities and expectations.
- Policy based on:
 - Laws relating to staff employment,
 - Organisation's aims and values (e.g. promoting equal opportunity) and
 - Good management practice

Cost of Recruitment

- A wrong recruitment decision costs a company three to six times a person's annual compensation e.g. a wrong decision worth =N=500,000 may cost =N=1.5m
- In UK, the median recruitment cost of filling a vacancy was £8,333 for senior managers/directors and £2,930 for other employees
- Cost elements:
 - Lost time of HR;
 - Lost time of other recruitment process;
 - Cost of work not getting done;
 - Cost of separation;
 - Lost money;
 - Lost productivity – replacement, gossip, columnists;
 - Consultancy fees.

Recruitment, Selection and Placement Process



Job Description

Job descriptions:

- Sets out the purpose of a job;
- Where the job fits into the organisation structure;
- Main accountabilities and responsibilities, the key tasks;
- Results expected of the position;
- Skills necessary to achieve those results;
- Personality characteristics of the ideal person for the job; and
- How well he/she will fit in with the rest of the team.

Person Specification – 7Point Plan

7point plan: Used to identify the kind of person required to do a specific job by identifying essential and desirable qualities:

- **Physique:** health, strength, appearance, voice and other physical attribute
- **Attainment:** general education, qualifications, job training and job experience
- **General intelligence:** capacity for complex mental work and general reasoning ability
- **Special aptitudes:** predisposition to acquire certain types of skills or competencies
- **Interests:** inclination towards intellectual, social, practical and constructive or physical active leisure pursuits
- **Disposition:** steadiness and reliability, degree of acceptability to and influence over others, self-reliance
- **Circumstances:** mobility, domicile

Concept of Selection

- Applications can be overwhelming;
- Selection tiring as it involves choosing from a pool of applicants the best for the job or an organization;
- Selection function: use of relevant criteria and methods that are consistent with values of the organisation and society.

Influence of the Physical Setting

- Determines interaction patterns;
- Expresses values – ‘what’s important around here’;
- Communicates the nature of leadership;
- Conveys the value of people;
- Motivates performance; and
- Keeps joints in place.

Interviewing Skills and Techniques

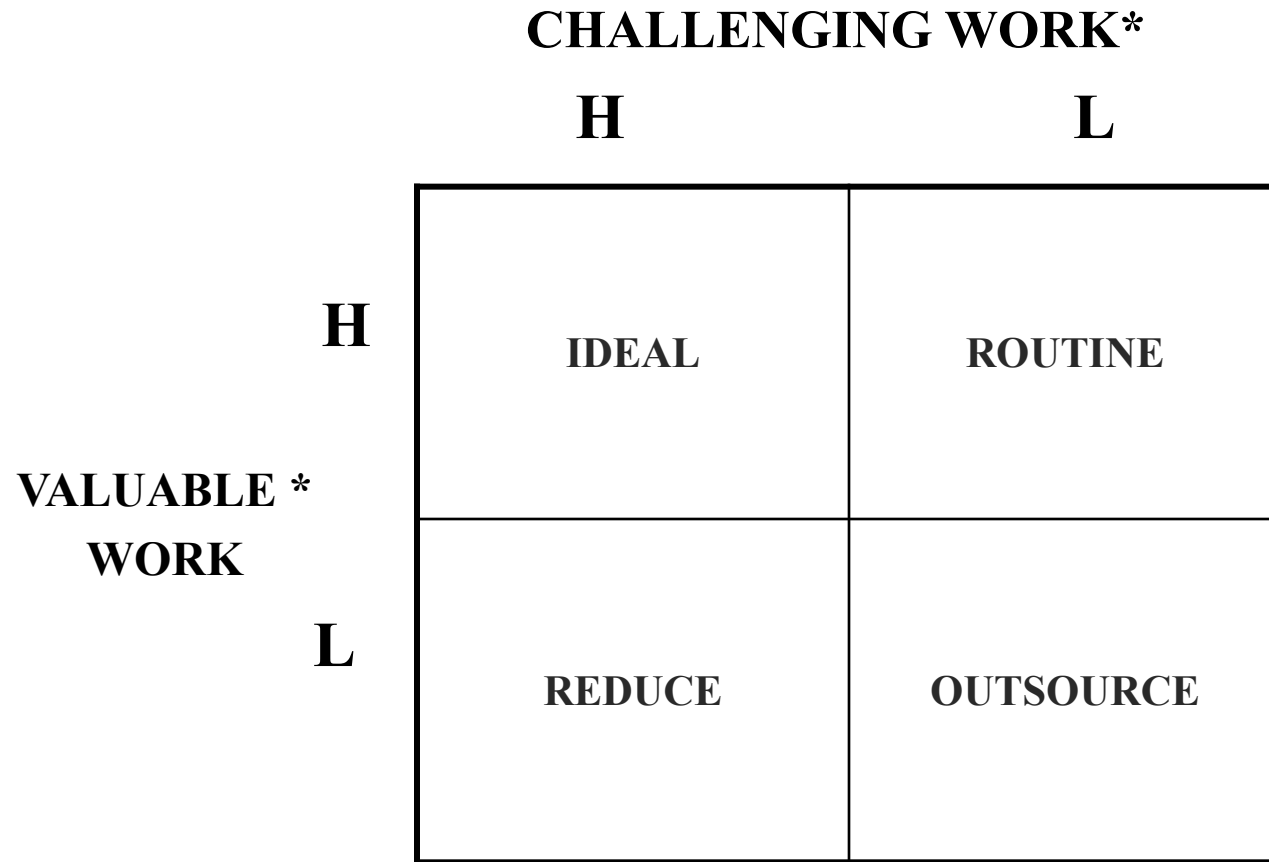
- Multiple interviews.
- Tests and tasks
- Presentations
- Group tasks
- Psychometric tests
- Aptitude tests
- Assessment centres
- Panel interviews

The STAR Question

- Situation
- Task
- Action
- Result



Attract, Retain and Motivate Key Wealth Creators?



* MCKINSEY; KAY and JORDAN- EVANS

The Talent Journey

		Limited	Developing	Pockets of best practice best	Integrated	Cutting edge
So	Talent strategy	No plan/ initiating	Talent plan aligned to business strategy	Talent plan essential part of business strategy	Talent strategy and business strategy are integrated and consistent	Business strategy is informed and influenced by our talent insight and predictions
	Employer brand	Beginning to develop one	Have a proactive employee value proposition	Employer of choice with clear value proposition	Are the leading employer of choice for the talent that we need now	Able to adjust our employer brand and employee value proposition to meet our evolving business and talent requirements
Know	Attraction	Frequent challenges in getting the right people	Sometimes find it difficult to attract the talent needed	Able to attract some of the talent needed, some of the time	Generally able to attract the talent needed most of the time	No issues; talent availability helps us advance our goals
	Selection	Ad hoc, subjective	Some roles defined, solitary line manager views predominant	Talent discussed through dialogue in talent forums, (but little data)	Most talent discussed through dialogue in talent forums includes objective, benchmarked data	Objective talent dialogues permeate whole organisation, measures are calibrated and comparable
Grow	Development	Ad hoc	Tactical development but return not measured	Significant investment and coordinated, some ROI	Interconnected and linked to business strategy and organisational weaknesses	Talent and leadership programmes deliver tangible benefits to the organisation and its people
	Measurement	Few	In place, but little ROI analysis	Investments are known, return often intangible	We know how much we invest in talent and what return we get for each element	We make informed business decisions about where we place our talent investments and are able to predict the returns
Flow	Retention	We typically struggle to retain our talent	We can retain some of our talent some of the time	We can retain selected talent	We can retain most of our talent most of the time	We retain our talent all of the time and proactively manage turnover
	Leadership support	HR monopoly	HR leads, senior management supports	Senior manager sponsorship, HR managers	Talent is a regular item on senior team's agenda	Senior managers devote substantial amounts of their time to talent; rewards linked to talent KPIs
	Systems	Limited, ad hoc	Some systems have been independently developed but don't 'talk'	Most systems have been created, rolled out, are effective and integrated	Full suite of efficient, effective and integrated service delivery capability	Our systems are flexible and have industrial scale capacity

Defining the Employee Value Proposition (EVP)

- EVP: Sum of everything employees experience and receive day to day. How well the company fulfills employees' needs, expectations and their dreams. It includes :
 - The intrinsic satisfaction of the work
 - The environment, leadership, colleagues, compensation and more.
- A **strong EVP** motivates employees highly;
- EVP is commonly expressed in the passion employees exhibit at their jobs and their re-commit daily to give their best.
- EVP is like the customer value proposition.

A Winning EVP

Compensation

Competitive reward structure which allows your organisation to compete in markets in which it does business and shop for talent. Reward structure focuses on creating shareholder value. Base pay..... bonus awards, when you outpace the competition ... performance-led salary adjustments. Stock options. Differentiation promotes excellence and value creation.

Learning

Your staff learn faster, cheaper and closer to their jobs than the competition. Promote a learning organisation, where learning happens alongside work and fortifies value-creation capability. Part of a world-class workforce that is regarded as highly competent, internationally mobile and globally competitive.

High Quality Work Challenge

Provide quality work and jobs. Encourage staff to take calculated risks. Spot talent early and give them real responsibility and hold them accountable. Promote tough performance conversations, which are neither hostile nor cosy. Intolerance for poor performance. Leverage differentiation to recognise high performance and desired behaviours.

High Quality Leadership & Work Environment

Focus on building strong leadership bench at all levels, which ignites a passion for excellence and role-models the corporate values. Create a safe, conducive and inclusive work environment, where diversity is a strength and differences are valued. Promote work-life balance, leading to an energised and healthy workforce.

Why is an EVP critical?

- Having the right people in the right jobs is a real source of competitive advantage;
- The relentless war for talent, local and global attraction, retention;
- Fast-changing marketplace creates challenges whilst offering opportunities.

Why is an EVP critical? Cont'd

- Changing demography, workforce trends and expectations:
 - **Baby Boomers** (bn1945-1960) expectations that the world would be better, stayed long in their jobs, long career types;
 - **Generation X** (bn1961-1980).change-friendly, change from life-long employment to lifelong employability job shift shape own career;
 - **Generation Y** (bn mid1981 - 1996) increased use and familiarity with communication, media and digital technologies restless, unconventional, have set expectations, very self-confident, intolerant of tardy people management.

Why is an EVP Critical? Cont'd

- Through backward linkage, EVPs can impact university enrolment patterns in terms of courses of study, thereby potentially improving or worsening the war for talent.

Emerging.....

The convergence of recruitment and social networking



Social networks drive recruitment

78% of companies use social networking and social media to find and attract recent candidates.

Over 50% of companies spend more on social business networking sites e.g. LinkedIn, Facebook, & employee-referral programmes and less on print and traditional job boards (Surveys of recruiters & HR executives).

Social networking as a recruitment tool

Employers and, active and passive job seekers use 'networking bandwagon' to revolutionize recruitment, that is, publishing career-based information about themselves on social networking sites for potential employment opportunities, either from friends or from head-hunters.

- **Is the war for talent still relevant in today's market?**

86% of companies across several industries admit to experiencing recruitment difficulties – CIPD survey.

- Increase in recruitment spending on temporary and contract workers.

- **It pays to know people**

64% of respondents agreed that referral reward incentives for staff have a positive impact – for the calibre of job applicants and the budget.

- **Golden Hellos can provide the ideal incentive in today's talent war**

As far back as 2008, 52% of companies thought that candidate incentives have a positive impact.





Questions, Comments, Observations

THANK YOU