27 Factors Affecting Your Talent Acquisition Strategy

Chester County Human Resources Association
Friday, September 25, 2014
1. Learn about the **27 factors** that influence talent acquisition today
2. Assess the strength a “current state” of a talent/hiring program
3. Gain the necessary insights to design future recruitment programs
4. Practice critical analysis of recruitment programs using new tools
5. Understand the current market for talent
Seminar Learning Expectations

1. Learn to apply new tools in evaluating the talent acquisition strategy and capabilities of an organization
2. Improve critical thinking skills related to talent issues
3. Learn to build presentations that show application of tools
4. Actively participate in discussion of the 27 factors
An Old Tool

<table>
<thead>
<tr>
<th>SWOT Analysis for ___________________ Date ________</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positive</strong></td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td>- Strength 1</td>
</tr>
<tr>
<td>- Strength 2</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
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<tr>
<td>- Opportunity 1</td>
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<tr>
<td>- Opportunity 2</td>
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</tbody>
</table>

- What are the “**Strengths**” of our Talent Acquisition Plans/Strategy?
- What are our “**Weaknesses**” and what do we need to improve?
- Where do we see “**Opportunities**” to improve what we are doing in acquiring the best talent?
- Have we anticipated “**Threats**” to our organization and their impact on our ability to acquire great talent?

Is this the best we can do?
Better SWOT Templates!
Some New & Interesting Questions

1. There is a demonstrated relationship between better talent and better business performance. Increasingly, organi-

2. Talent is a rapidly increasing source of value creation. The financial value of

3. The context in which we do business is more complex and dynamic.

4. Boards and financial markets are expecting more. *Strategy + Business*

5. Employee expectations are also changing. This forces organizations

6. Workforce demographics are evolving. Organizations wage a new “war for talent” these days. Today, 60 per-
The 27 Factors

The Following Factors Affect Talent Strategy & Recruitment Effectiveness:

- Corporate Culture
- Strategic Business Plans
- Employment Brand
- Technology of the Firm
- Attitudes of Workers/Job Seekers
- Overall Macroeconomic Situation
- Existing Structure of Talent Org
- Entity Structure- Public/Private
- Skill Sets of Recruitment Staff
- Globalization/Geography
- Workforce/Hiring Plans
- Financial Performance of Firm/Capital
- Labor Market Conditions
- Desired Key Performance Metrics
- Exit Interview Data/Attrition
- Internal Posting/Mobility Programs
- Existing Sourcing Methods
- Web Presence
- Healthcare
- Industry Pressures/Competition
- Talent Database
- Talent Social Media Communities
- Attitudes/Styles of Hiring Managers
- Seat of HR Leaders “At the Table”
- Shifting Modalities of Work
- Political/Regulatory Climate
- Retention/Engagement Programs
The BIG Three

1. Corporate Culture
   • Undeniable linkage to talent acquisition strategy
   • Immutable, it does not/should not take a back seat

2. Strategic Plans
   • Could change but often does not
   • Where is the business headed and what is the correct talent picture

3. Employment Brand
   • The perception of your organization in the minds of your target talent
   • Impacted by a host of factors from financial performance to social media
   • Not easy to think about because it is really BIG
Some key questions we should be asking

✔ Work Modalities
  • Has the organization explored or employed a variety of work modes to capture the attention of additional talent bandwidth?

✔ Social Media Talent Communities
  • Has the organization planned for the obsolescence of job boards?

✔ Structure of the Current Talent Organization
  • Do we have the right people doing the right things in recruitment
  • Does the talent org structure support business plans/goals?
  • Do we even have enough recruiters to do it?

✔ Skills of Internal Recruiters/Staff
  • Do our recruiters have the raw skill to meet organizational talent needs?
  • Do our recruiters get ongoing training in sourcing techniques, selection?
Cutting-edge Sourcing Strategies

• Leverage LinkedIn to create corporate page and professional community for talent

• Investments in outsourcing of the entire talent function for larger organizations and pieces for smaller ones – Recruitment Process Outsourcing (RPO)

• Implementation of a contingent workforce strategy to eliminate administration or hiring, respond to new work modalities

• Ever popular core employment branding strategy – employer of choice
Talent Acquisition Strategy Model

- Technology
- Sourcing Method
- Worker Att.
- Web Presence
- Macro economy
- Healthcare
- Structure Talent
- Competition
- Entity Structure
- Talent Database
- Recruiter Skills
- Social Media
- Globalization
- Hiring Managers
- Workforce Plans
- HR at Table
- Financial Perf
- Work Modalities
- Desired KPIs
- Political Climate
- Exit Data
- Retention
- Internal Posting
- Labor Market

Culture
Strategic Plans
Employment Brand
What Now?

1. An evaluation of the entire talent picture of the organization
2. Assessment of current state and gap analysis by factor to identify road blocks
3. Commitment to working a process to either formulate or improve overall talent strategy
4. Avoid those hires that are like tree lights ;-
5. Questions?
## A New Tool

### Talent Acquisition Factor Evaluation

<table>
<thead>
<tr>
<th>Factor</th>
<th>Key Questions</th>
<th>Weight</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support &amp; Resources</td>
<td>How do workers perceive our industry and company? Are we making efforts to</td>
<td>4.2%</td>
<td>4.2%</td>
<td>0</td>
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<tr>
<td></td>
<td>attract different generations of workers (i.e. Millennials, Gen X)?</td>
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<tr>
<td>Employer Branding</td>
<td>Does the current economic climate in the US and do you support the success</td>
<td>4.2%</td>
<td>4.2%</td>
<td>0</td>
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<tr>
<td></td>
<td>of our business? Is there demand for our products/services?</td>
<td></td>
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<tr>
<td>Marketability Factor</td>
<td>Do we have the right people doing the right things in recruitment? Does our</td>
<td>4.2%</td>
<td>4.2%</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>organization structure support the success of the overall business plans?</td>
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<tr>
<td>Structure of Current</td>
<td>If the company/organizational stakeholders reported to us and screen for</td>
<td>4.2%</td>
<td>4.2%</td>
<td>0</td>
</tr>
<tr>
<td>Talent Org</td>
<td>talent needs and are we ready? Is it privately owned or do we have the right</td>
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<td></td>
<td>hire to our plans?</td>
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</tr>
<tr>
<td>Structure of Core</td>
<td>Do our recruiters have the skills to meet the organizational demand levels?</td>
<td>4.2%</td>
<td>4.2%</td>
<td>0</td>
</tr>
<tr>
<td>Corporate Entity</td>
<td>Do we have the recruiting training in recruiting techniques candidates selection</td>
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<td></td>
<td>and screening? Are they trained in the use of new recruitment technologies?</td>
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### Rating Scale

- Excellent Overall Strategy: 5.00-4.55
- Strong Strategy Delivering on Most Objectives: 4.54-3.55
- Above Average with Opportunities: 3.54-2.70
- Maintains Position in Market with Flaws: 2.69-2.00
- Major Weakness with Talent Churn: 1.99-1.00