



AN EMPLOYERS GUIDE ON TALENT ACQUISITION FOR THE WORKPLACE

Employers' Guide on Talent Acquisition

Attracting, recruiting and selecting top talent underpins the organization's ability to achieve its workforce of the future and reach its full potential.

Organizations should have visions and core values that define their talent needs currently and in the future and should be integrated in their talent acquisition practices to enhance their ability to uncover the right talent, for the right role at the right time.

The underlying characteristics that enable people to deliver superior performance in a given role or situation are; a means of looking at what someone does and how they do it, a systematic way to define and understand the behaviors used to attain outcomes and results.

Technical competencies are technical knowledge, skills and abilities required in specific roles within the organization. They can be described as behaviors in relation to how technical knowledge and skills are applied, how an individual uses what they know to achieve outcomes and results in their work.

From a Talent Acquisition Perspective:

Technical and behavioral competencies are measurable knowledge, skills, abilities, or other personal characteristics predictive of successful job and organizational performance; competencies are described in terms of the behaviors needed to successfully perform the work

Principles of Staffing

The purpose of any organization's staffing guide is to attract and recruit top talent, from within the existing staff and outside, to deliver quality programs and services to it. Through collaborative and innovative staffing strategies, hiring managers and human resource (HR) professionals work together to build a strong and sustainable workforce;

1. Staffing is a partnership
2. Staffing addresses the current and future needs of the organization.
3. Staffing has appropriate balance of access to employment
4. Staffing is efficient, effective and fair
5. Staffing is conducted in accordance with the policies and values of the organization.

Eight Steps to Finding the Right Talent Fit for your Organization

Effective preparation is an integral part of the talent acquisition process. A more deliberate and focused planning approach will help support timely hiring decisions and high quality hires. The following are the steps that can guide employers and hiring agencies to attract and acquire top level talents;

1. Staffing and assessment strategy; The normal method of appointment in the Organization should be by competition. Competition allows an organization to acquire talents from a pool of candidates with variety of skills. It also makes successful and unsuccessful candidates to keep improving on their skills.



2. Candidate sourcing; Attracting talent is highly competitive. A targeted candidate sourcing strategy can help you reach high quality candidates and motivate them to apply, including those not actively seeking work. A targeted candidate sourcing/advertising strategy will attract the “right” applicants and enable candidates to apply effectively. Work with your HR Consultant to develop a targeted sourcing strategy that will attract a strong pool of talent in a timely and cost-effective manner. Below are some ideas to trigger thinking.

In which media did the qualified applicants from previous similar competitions see the ad? What are the labour market conditions? Have they changed since you last advertised? Will the position location create difficulties in attracting candidates?

Professional associations may be a good source of information about potential markets.

Who is reading the media you are considering, and is this the candidate you want to reach? How can you reach top talent that’s not actively seeking work?

Social media may be an option to reach the ideal candidate. For example, LinkedIn is a professional social network.

3. Candidate screening and assessments; Up-front conversations with your Human Resource manager or HR Consultant to define the ideal candidate identify the selection criteria, which then flows through to candidate sourcing, assessment and selection.

The related education and experience and the critical technical and behavioral competencies, form the selection criteria. The selection criteria can also be thought of as the qualifications that candidates are assessed against (education, experience and demonstrated competencies).

Qualitative Review of Application Information

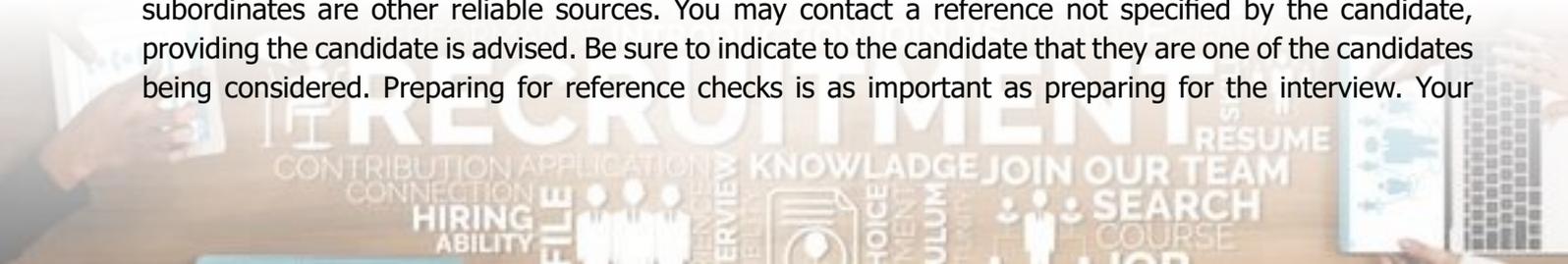
Work with your HR Consultant to conduct initial screening of all candidates’ application information against the selection criteria/qualifications in the job posting. Application information could include: online pre-screening questions, cover letter, resume, and any other information requested as part of the application process (e.g. competency questionnaire).

The intent is to “screen out” clearly unqualified candidates and “screen in” top talent. The initial screening process identifies those candidates who most closely match the selection criteria and who will advance to the next stage of assessment.

It’s important to ensure that all candidates are treated consistently and fairly, and that Screening/assessment decisions are transparent and defensible.

4. Candidate selection; Carefully evaluating the candidate against the selection criteria ensures the candidate is being evaluated on each of the areas deemed critical for successful performance and ensures a fair and consistent approach. Once all the assessment methods are complete, evaluate the level of competency demonstrated by the candidate, compare against target behavior levels/indicators, and identify a competency rating for each competency.
5. Pre-employment checks; Checking references is an essential step in the assessment process. The information you receive can confirm what you heard/saw in earlier assessment methods, or it may raise some flags to consider.

Reference checking is typically conducted by the HR Consultant but there may be situations where you are involved as well. References are to be completed after the interview/assessment method. Ensure there’s a signed consent from the candidate with their authorization to check references. The best references are past or current supervisors or others who can evaluate the candidate’s performance. Peers and subordinates are other reliable sources. You may contact a reference not specified by the candidate, providing the candidate is advised. Be sure to indicate to the candidate that they are one of the candidates being considered. Preparing for reference checks is as important as preparing for the interview. Your



questions should be based on the selection criteria (e.g. technical and behavioral competencies assessed at the

6. Making the offer and providing feedback; every organization determines who is authorized to make employment offers on behalf of the ministry. HR Consultants typically make the verbal offer, followed immediately by a written offer letter. It's important to note that verbal offers can be considered a binding contract. The HR Consultant works in partnership with you to: determine the salary, negotiate the start date, determine payment of relocation expenses and return service agreement for relocation (if applicable)
7. Orienting new employees; Talent acquisition doesn't end at the offer letter. Creating a memorable welcome for each new employee is essential for his or her smooth integration into the ministry and to begin building a positive relationship with your new employee. Orientation is an ongoing process that helps employees understand their role, the business of their department and affects the way they feel about you as a supervisor, their job and the organization. Let new employees know about the resources available in the
8. Evaluating the talent acquisition processes; Gather information to assess both quality of hire and satisfaction with the talent acquisition process. Work with your Human Resource Consultant to: Take a few moments at the end of the process to discuss continuous improvement opportunities. For example, did the candidate sourcing strategy provide a good pool of quality candidates? Did the interview plan ask the right questions? etc. Follow-up three to six months into the appointment to analyze the effectiveness of the hiring decision.

Did the process result in a high quality hire? Follow-up with new hires regarding their level of satisfaction with the talent acquisition process. For example, how well did the job advertisement and/or position profile reflect the actual job? Did the interview/assessment method provide them with a fair opportunity to present their qualifications?

