

UNIT 1

Introduction to Talent Management

Talent management refers to the anticipation of required [human capital](#) for an organization and the planning to meet those needs. Talent management is the science of using [strategic human resource planning](#) to improve [business value](#) and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as [strategic workforce planning](#). A talent-management strategy should link to [business strategy](#) to function more appropriately.

Talent management is an organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in the job market. So, talent management is a useful term when it describes an organization's commitment to hire, manage, develop, and retain talented employees.

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

Talent management is the procedure to manage the ability, Competency, and power of employees within an organization. It's the role of HR to implement the strategic talent management process in an organization. HR really plays an advisory and support role in the company.

Definitions: Talent management is the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives.

SCOPE AND OBJECTIVES OF TALENT MANAGEMENT:

Talent management is the full scope of HR processes to attract, develop, motivate and retain high-performing employees. This definition has three components: Talent management is aimed at motivating, engaging, and retaining employees to make them perform better. This is why talent management is important.

Talent management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within our organization which is required for long term planning.

7 Reasons why company needs Talent Management

1. Attract Skilled Employees
2. Improve Retention Rates
3. Boost Performance
4. Increase Customer Satisfaction
5. Motivate Employees
6. Develop Employees' Potential
7. Ease Transition Periods

Talent Management Initiative

The managers and the higher authorities need to take the initiative to pave the way for the personal development and long-term association with the organization. Some of the ways in which a manager can motivate and retain employees are as follows:

Talent Management Initiatives



- **Recognition:** Recognizing employees' contribution and their work on individual grounds, boost up self-confidence in them.
- **Remuneration and Reward:** Increasing pay and remuneration of the employees as a reward for their better performance.
- **Providing Opportunities:** Giving the charge of challenging projects to the employees along with the authority and responsibility of the same, makes them more confident.
- **Role Design:** The role of employees in the organisation must be designed to keep them occupied and committed, it must be flexible enough to inculcate and adapt to the employee's talent and knowledge.
- **Job Rotation:** Employees lack enthusiasm if they perform the same kind of work daily. Thus, job rotation or temporary shifting of employees from one job to another within the organisation is essential to keep them engaged and motivated.
- **Training and Development:** On the job training, e-learning programmes, work-related tutorials, educational courses, internship, etc. are essential to enhance the competencies, skills and knowledge of the employees.

- **Succession Planning:** Internal promotions helps identify and develop an individual who can be the successor to senior positions in the organisation.
- **Flexibility:** Providing a flexible work environment to the employees makes them more adaptable to the organisation and brings out their creativity.
- **Relationship Management:** Maintaining a positive workplace where employees are free to express their ideas, take part in the decision-making process, encourage employees to achieve goals and are rewarded for better performance leads to employee retention.
- **Self-motivation:** Nothing can be effective if the employee is not self-determined and motivated to work.

BENEFITS OF TALENT MANAGEMENT FOR THE ORGANISATION



- Strategic talent management results in the accomplishment of organisational vision.
- Filtration of talented employees and retaining of the finest ones is possible.
- Talent management strengthens the organisational structure by building strong human capital.
- It helps the organisation to succeed over its competitors and establish a strong presence in the market.
- It builds up a good reputation of the company among the job seekers.

- It leads to improved participative decision making by the management.
- It directs continuous improvement in organisational performance making it more efficient and effective.

BENEFITS OF TALENT MANAGEMENT FOR EMPLOYEES



- Talent management initiates a positive environment in the organisation where employees experience job satisfaction.
- Employees get a chance of learning and improving themselves which motivates them to perform better.
- The training and development programmes help the employees to learn something new, enhancing their personal skills and knowledge.
- The organisation focuses on an individual's growth and betterment hence employees develop a feeling of being cared for and belongingness for the organisation.
- The employees remain associated with the organisation for a long-term period.
- Recognition and rewards lift up the employee's confidence level.
- The rigorous learning, adds on to the experience of the employees.

ATTRACTING TALENT

Talent attraction is a term used in the Human Resources and Talent Acquisition field to describe luring the most desirable of passive candidates to a specific employer and incentivizing them to apply for work with implied and envisioned benefits. The means and strategies of talent attraction vary and include, but are not limited to, [employer branding](#), [recruitment marketing](#), [organizational culture](#), [compensation and benefits](#).

From fostering a diverse and inclusive culture to offering tailored development training packages, there are plenty of non-financial ways to attract the best candidates.

They say money makes the world go round, but for many candidates salary isn't the only factor considered when accepting a job offer.

While incentives used to be limited to popular perks such as stock options and mortgage allowances, candidates are now looking for a wider range of benefits. We asked two of our experts for their advice on how you can ensure your hiring processes are meeting expectations.

1. Company culture

“Having the right company culture in a workplace can make all the difference when it comes to making a position more marketable for potential employees,” says Thomas Mullin, Director at Robert Walters UK. He explains that having the right culture for the right talent could include fostering an inclusive and diverse environment, providing opportunities for flexible working, giving a suitable level of autonomy to employees or even hosting a team lunch on a daily or weekly basis.

2. Company reputation

“To attract the best talent on the market, it's essential companies create a reputation as somewhere candidates want to work,” says Julia Zhu, associate director at Robert Walters China. As she explains, companies well known for their products and working practices will be able to attract the strongest candidates simply on their reputation within a particular sector or industry.

“When it comes to the actual hiring procedure, invest time and effort on creating an efficient recruitment process that promotes and reflects this reputation,” she adds. “Everything from a well-crafted job description to the way the successful candidate is offered the position should reflect the company in a positive light.”

3. Personal relationships

Line managers should view interviews as opportunities to develop good interpersonal relationships with candidates,” suggests Julia. She argues that relationships formed through the interview process can often make the difference as to whether a candidate accepts an offer or not, as it provides them with an idea of what working relationships they can expect within the role.

“Provide relevant training for line managers before the interview process to ensure they can successfully present both themselves and the company to candidates,” she says.

4. Personal fulfilment

“Employees don’t want to feel like they’re simply a cog in a large machine, they want to know that they matter and that their work is making an impact,” explains Phill. He notes that this sense of fulfilment is increasingly important when it comes to attracting the best talent. “These candidates will want to make a tangible difference and be able to see how their particular work affects their department, their company, and even wider society.”

One way companies can make this sense of fulfilment central to the recruitment process is by setting out how candidates can interact with the decision-making process in the role. “Candidates will want to know their overall decision-making capacity and that their ideas matter.”

5. Career progression

“The prospect of career progression is often fundamental in a candidate’s decision to accept a job offer, so it’s essential companies look to signpost all available opportunities for professional development,” advises Julia. As she explains, establishing training schemes that focus on increasing the hard and soft skillsets of employees is a great way to attract those candidates thinking about longer-term career development.

RETAINING TALENT

Retaining talent is a sign of success for an organization. Companies whose employees stay with them long term save both time and money. Understanding the importance of retaining talent and strategies to use can help your business enhance its productivity with more expert employees.

Retaining talent, or employee retention, means the ability an organization has to keep its employees. This is when employees choose to stay with their current company, rather than look for opportunities elsewhere. When seeing if they're retaining talent, a business looks at the percentage of employees who stayed with them during a fixed period.

Why is retaining talent important?

Retaining talent in an organization is important because it creates a secure environment and helps reduce turnover rates. When companies experience turnover, they have to reassign job responsibilities to other employees and spend time looking for new candidates. The cost of replacing an employee can also be expensive because of the [exit interview](#) and loss of productivity during training. Another factor in retaining talent is a team atmosphere. If employees continuously leave, it can be challenging for others to build relationships. Those who leave may also go to work for a competitor, giving them an advantage over you.

What are the benefits of retaining talent?

In addition to avoiding problems caused by high turnover rates, organizations that retain talent experience several advantages. They enhance company performance by developing experienced employees and company experts. Some of the benefits of retaining talent include:

- Improving the company culture
- Leading to better customer experience
- Increasing the revenue
- Enhancing employee engagement and satisfaction
- Building a positive company reputation

What encourages employees to stay with an organization?

Organizations that have positive experiences and provide opportunities to use personal skills can lead to a more engaged workforce. Employees tend to stay in organizations where they feel the following characteristics:

- **Appreciated:** Employees rewarded for their actions are more likely to stay with their employer since they feel valued.
- **Belonging:** Those who develop connections with their team members and feel part of the company's culture create a strong connection with their organization.
- **Growth:** Work environments that allow for learning and opportunities to advance in the organization can be appealing to employees looking to develop in their careers.
- **Happiness:** Feeling fulfilled in the work they do and in the [work environment](#) they are in can help employees enjoy their employer and have a desire to stay long term.
- **Purpose:** Employees who feel a sense of meaning in their work and support their company's mission become committed to their organization.

CONSEQUENCES OF FAILURE OF TALENT MANAGEMENT

Failure in managing talent can have significant consequences for organizations. Talent management involves attracting, developing, and retaining skilled employees who can contribute to the company's success. When talent management efforts fall short, the following consequences may occur:

1. **Loss of Competitive Advantage:** Organizations that fail to effectively manage their talent may struggle to compete in their industry. Skilled and motivated employees are often a key source of competitive advantage, and without them, companies may find it difficult to innovate, deliver high-quality products or services, and stay ahead of competitors.
2. **Decreased Productivity:** Inadequate talent management can lead to a decrease in employee productivity. When employees are not properly trained, motivated, or engaged, their performance may suffer, resulting in lower output and efficiency.
3. **High Turnover Rates:** Poor talent management can contribute to high employee turnover rates. When employees do not feel valued or see opportunities for growth within an

organization, they are more likely to seek employment elsewhere. High turnover can be costly in terms of recruitment, training, and lost institutional knowledge.

4. **Increased Recruitment Costs:** Organizations that do not invest in talent management may have to spend more on recruitment to replace departing employees. This includes advertising job openings, conducting interviews, and onboarding new hires. These costs can add up quickly.
5. **Skills Shortages:** Failure to develop and nurture talent from within the organization can result in skills shortages. As employees retire or leave, there may be a lack of qualified individuals to fill critical roles, leading to operational disruptions and potential business risks.
6. **Poor Employee Morale:** When employees perceive that their organization does not invest in their development or offer opportunities for advancement, their morale can suffer. Low morale can lead to decreased engagement, absenteeism, and a negative workplace culture.
7. **Difficulty in Succession Planning:** Effective talent management is essential for succession planning. Without a pipeline of skilled and experienced employees ready to step into leadership roles, organizations may face leadership vacuums when key executives retire or depart.
8. **Missed Innovation Opportunities:** Innovative ideas often come from talented and creative employees. Failing to identify and nurture these individuals can result in missed opportunities for innovation and growth.
9. **Negative Brand Reputation:** Poor talent management can harm an organization's reputation as both an employer and a business partner. Negative employee experiences can be shared on social media, impacting how potential employees and customers perceive the company.
10. **Legal and Compliance Risks:** In some cases, failure to manage talent effectively can lead to legal and compliance issues. This may include discrimination claims, labor disputes, or violations of employment laws.

To avoid these consequences, organizations should prioritize talent management by implementing effective recruitment, training, development, and retention strategies that align with their business goals and values.

TOOLS FOR MANAGING TALENT

Effective talent management involves a combination of strategies, processes, and tools to attract, develop, and retain skilled employees. There are various tools available to assist organizations in managing talent effectively. These tools can range from software applications to assessment instruments. Here are some common tools used in talent management:

1. **Human Resource Information System (HRIS):** HRIS software helps organizations manage employee data, including personal information, performance evaluations, training records, and more. It provides a centralized database for HR professionals to track and analyze talent-related data.
2. **Applicant Tracking System (ATS):** ATS software streamlines the recruitment process by automating job posting, resume screening, and candidate communication. It helps HR teams identify and select the best candidates efficiently.
3. **Learning Management System (LMS):** LMS software facilitates employee training and development by offering online courses, tracking progress, and assessing skill development. It's essential for continuous learning and skill enhancement.
4. **Performance Management Software:** These tools enable organizations to set goals, track employee performance, provide feedback, and conduct performance reviews. They help align individual and organizational goals.
5. **Succession Planning Software:** Succession planning tools assist in identifying and developing future leaders within the organization. They help organizations prepare for leadership transitions.
6. **360-Degree Feedback Tools:** These tools collect feedback from peers, managers, subordinates, and self-assessments to provide a comprehensive view of an employee's performance. They can aid in identifying areas for improvement.
7. **Talent Assessment Tools:** Psychometric and personality assessments are used to evaluate candidates' and employees' skills, abilities, and personality traits to make more informed hiring and development decisions.

8. **Employee Engagement Surveys:** Regular surveys help gauge employee satisfaction, engagement, and sentiment within the organization. This data can guide efforts to improve the work environment and retain top talent.
9. **Talent Analytics and Reporting Tools:** These tools use data analytics to provide insights into workforce trends, such as turnover rates, skills gaps, and performance metrics. They support data-driven decision-making.
10. **Talent Pools and Talent Pipeline Tools:** These tools help organizations create pools of potential candidates for future positions and track their development over time. They are crucial for long-term talent planning.
11. **Employee Recognition and Rewards Systems:** Software platforms for recognizing and rewarding employee achievements can boost morale and motivation. They help reinforce positive behaviors and contributions.
12. **Diversity and Inclusion (D&I) Software:** D&I tools help organizations track and promote diversity and inclusion efforts within their workforce. They can assist in setting goals and measuring progress.
13. **Employee Onboarding Software:** Streamlining the onboarding process with digital tools helps new hires integrate into the organization more smoothly and accelerates their productivity.
14. **Employee Self-Service Portals:** These portals give employees easy access to their HR-related information, allowing them to update personal details, view pay stubs, and request time off.
15. **Collaboration and Communication Tools:** Tools like team collaboration platforms, intranet software, and communication apps facilitate knowledge sharing and collaboration among employees.

Selecting the right combination of talent management tools depends on the organization's size, industry, goals, and budget. Effective talent management often involves integrating these tools into a cohesive talent management strategy that aligns with the organization's overall business objectives.

UNIT 2

TALENT MANAGEMENT SYSTEM & COMPETENCY MAPPING

A talent management system, or TMS, is an integrated software platform that supports core talent management processes, including recruitment, employee onboarding, performance management, learning and professional development, compensation management, and succession planning. These processes, and the technical capabilities that support them, are typically delivered via software modules. So, businesses can start with what they need and add additional functionality as they grow.

Most importantly, with a TMS, an organization can link human resource planning to its business strategy. This ensures proactive measures are in place to provide the necessary talent that will support the current and future goals of the business.

Talent management definition: the practice of supporting the entire employee lifecycle, from initial candidate acquisition right through to succession planning.

How does a talent management system work?

A TMS integrates all of the HR modules needed to attract, hire, and develop employees. Although it is common for individual modules – such as recruitment or performance management – to be referred to as talent management systems, standalone modules lack the multi-faceted capabilities of a truly integrated system, which supports the entire talent lifecycle and its processes, from initial candidate acquisition right through to succession planning.

Talent management systems typically run in the cloud. A cloud platform provides a range of benefits, including larger data storage capacities, more robust security, and easier integration with complementary applications such as payroll, training programs, career planning, and other systems, as well as the secure storage of employee data (such as personal information, demographics, and compensation).

Factors to create Talent Management System

1. Shared data

Let's start with the data part since everything else stems from it. While data collection becomes more and more mainstream, it's the storage and accessibility of said data that often remains messy. It's not uncommon for data to be stored in silos making it difficult to access and analyze.

An integrated talent management system, however, enables organizations to [align all core HR processes](#) from recruitment to ongoing performance assessments, benefits management, etc. It facilitates data sharing and connecting across the organization hence giving HR a full picture of employee information.

2. Better hiring

What a talent management system does for your talent management as a whole, its various modules do for each stage of the HR lifecycle. This means that the recruitment module of a Talent Management System will help you automate and optimize your [selection process](#). Among other things, this entails:

Less time spent on tedious tasks. Think for instance of interview scheduling, answering candidate questions and confirming appointments, but also of posting job adverts, tracking applicants and managing job offers.

A better candidate experience. Less time spent on tedious tasks means recruiters and hiring managers have more time to focus on what really matters: the candidate and building a relationship with them.

3. Retaining top talent

While we focus a lot on recruitment and getting that top talent through your front door, it's just as important (if not more so) to make sure you keep your current people with you.

After all, why invest heaps of time, money and energy to recruit talent if they feel abandoned as soon as they're on board?

Since a talent management system covers [every aspect of an employee's situation](#) in the company – their performance, goals, training, skills, future aspirations, compensation, etc. – it gives you all the information you need to make sure they stay happy and engaged.

4. Improved employee experience

Using a talent management system not only makes the lives of HR professionals easier, it's also meant to dramatically improve the [employee experience](#).

A Talent Management System can be a useful tool for employees where they have access to all the information regarding their history, performance and future career. Instead of having to search in various systems to find what they are looking for, employees can just go to a unique place.

Employees can get familiar with your company's talent management system from the very first day they start working at your organization since you can also use the system for their onboarding.

There are lots of different options when it comes to [employee onboarding](#), including welcome videos, a virtual tour of the workplace, an overview of their (mandatory) training, and even the possibility to choose their work phone and other equipment.

Using your talent management system for employee onboarding – for example by giving new hires the option to scan a QR code with their phone to get a virtual tour of the workplace like in this image – allows them to get familiar with the system right from the start.

5. Modern employee development

Employee learning and development is an essential part of the talent management system. And it should be an essential part of what every organization is offering its employees.

In fact, [most workers attach more value to learning and development](#) than to salary, with 80% of them wanting to keep learning and challenging themselves at work.

Any good talent management enables employees to follow courses and develop their skills. Thanks to technological developments (in AI) some systems even suggest courses to employees based on collected data and for instance on courses colleagues with similar profiles have taken.

Benefits of talent management solutions

From a business perspective, a talent management system provides a range of benefits that include:

- An integrated and centralized data model for all talent management activities

- Recruitment strategies that align with the objectives of the business
- Improved employee onboarding, retention, and development
- Better engagement between managers and employees, including processes for compensation, reviews, and rewards

Specific user-based benefits include:

- **Recruiters:** Better manage end-to-end, using career websites, job postings, applications, candidate screening, and employment offers. Applicants can access and explore career Web sites, apply for roles of interest, and engage within a dedicated candidate portal for interviews and employment offers.
- **Applicants:** Easily find postings through career Web sites, apply for roles of interest, and engage within a dedicated candidate portal for interviews and employment offers.
- **Human resources:** Seamlessly coordinate all talent management tasks. Use powerful data analytics to inform business decisions. Generate detailed reports to share statuses and results. Create compensation plans and easily prove compliance with government and industry regulations.
- **Managers:** Work collaboratively with recruiters for greater efficiency. Welcome new hires and help them ramp quickly. Manage compensation across entire teams. Use streamlined processes to help track activities, performance, and ongoing feedback for all assigned employees. Align individual performance goals with business objectives. Use reward and recognition tools to optimize employee engagement.
- **Employees:** Easily access information and tasks, including goals, rewards, performance reviews, compensation and benefits information, and learning paths tied to individual career goals. Recognize peers and redeem rewards and other benefits related to exceptional performance and results.

Building blocks of Talent management system

The building blocks of Talent management system like competency evaluation, performance appraisals, and potential assessment that incorporates building blocks into talent management implementation programs (positioning, enhancement, mobility, and compensation).

Poor Hiring Strategies

The start of the [talent management](#) framework starts with the filling of a vacant situation with a skilled expert. To satisfy such an undertaking it is fundamental for the organization to have a solid staffing management plan. An absence of good management and plan may bring about a couple of challenges that influence further talent recruitment and hiring process.

The organizations frequently face trouble in drawing in talent and affecting them to acknowledge their bid for employment. The significant purpose for this is the too-long [hiring and recruiting plan](#). Such incapable employing techniques make it hard for the organization to source the top talent and to pull in them to join the firm.

Empowering Passion

The talented proficient loves to be important for the firm whose [company's culture and environment suit](#) their qualities, disposition, and assumptions. Great salaries and the hike isn't just their essential evenhanded and the justification is important for the organization. The genuine talent really cares for the firm that really focuses on their talent consequently. They like the firm that connects with them on a commendable errand. A large portion of the employers don't think about such requirements and neglects to utilize capable experts in their company.

The naiveté of Technology

Since the present world is innovation-driven hence it gets fundamental to remain updated. It is vital for the HR division and different workers to effectively partake in learning new technologies and various software presented in the organization. The talent management framework utilizes an applicant tracking system that helps the recruiting group to post positions, send messages and emails to numerous individuals, and organize the competitor's resume. The absence of information about novel technologies and programming brings about winding up the talent management and set a limit on organizations processes.

Inadequate Leadership

Good leadership quality is the leading foundation of talent management. The director and top workers assume a viable part in recruiting and holding expected applicants. An insufficient initiative among the overseeing office brings about conveying inappropriate direction in creating talent and shortcoming in carrying out talent management.

Giving important and engaging work

Skilled people will not endure an exhausting position for extremely long, if by any stretch of the imagination. Numerous senior staff as far as I can tell take the mentality that 'I needed to satisfy my responsibility thus do they, and in this manner anticipate that talented recruits should 'get familiar with everything'. Terrible news: they will not.

The world has changed since you left school or college, Mr or Mrs. CEO. We face a daily reality such that everything can be found in 5 keystrokes, and most functions should be possible with an application. There is no craving for drudgery and a limited capacity to focus, so if you need to pull in and hold the young talent, you need to configuration intriguing and testing occupations that connect with individuals and are charming.

Worker Turnover

The significant goal of talent management is to zero in on the [development of a representative](#). Appropriate development of a worker regarding information and abilities assist them with feeling esteemed, tested, and happy with their positions. Assuming the talent management isn't carried out correctly, an employer could encounter high representative turnover rates, this may bring about worker acquiescence that builds the employer's needs and urge them to begin once again their talent management cycle. This would be profoundly difficult if the rundown of workers leaving the organization incorporates directors and undeniable level representatives. In such cases, there is an expanding hazard of disappointment in the talent management interaction.

Ways To Overcome Challenges

Smart Hiring Strategies: Since the primary objective of the recruiter is to hire and retain the potential and best candidate who played a major role in the growth of the company. For this, it is essential for the recruiter to spend more time on shortlisting the candidates who can add to the

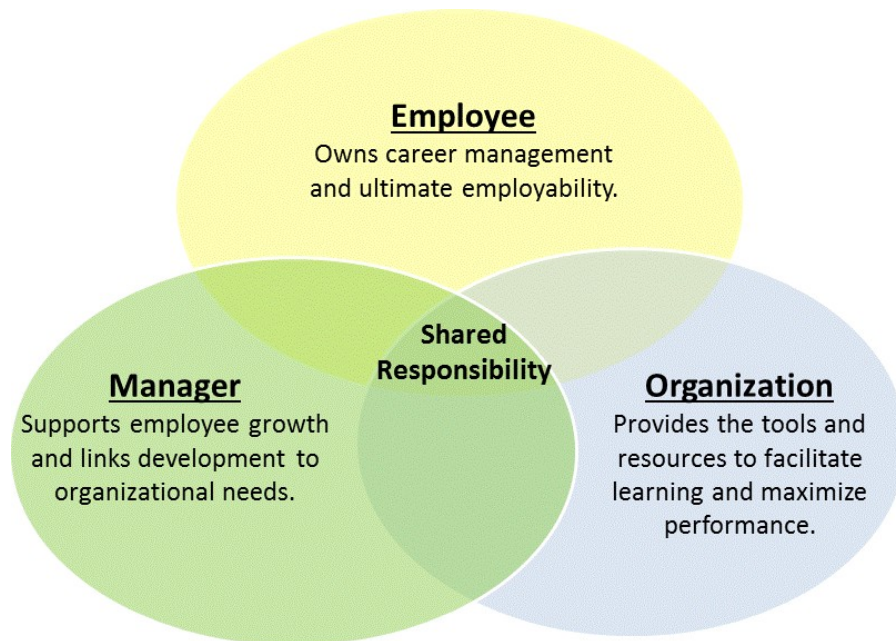
businesses. Follow the best hiring practices and invest time in learning hiring strategies that help in attracting talent and in convincing them to work for your client.

Enhancing Technological Experience: The recruiter must be aware of using applicant tracking software. Such technology automates these processes with software and help in accelerating the recruiting process and in searching the right talent for the company.

Developing Leadership Qualities: Although it is difficult to improve the current leadership it is possible to find and hire the talented manager. A company with good leaders help in recruiting the employee that fits best for the company. Also, the talented manager presents a good picture of the company and enhances business qualities.

Elements of Talent Management System

The Five Key Elements of an Effective Talent Management System
from the *Turning Good People Into Top Talent* blog series



Many organizations are attempting to transform their HR functions into a talent management system. A highly effective talent management system must be aligned with the strategic needs of the enterprise. It is essential that the process of transformation, transition or integrations be supported by top management and involves all key stakeholders.

Most agree HR functions typically include recruiting and selection. However, many functions may not be integrated with each stage of the employee lifecycle.

To assure a highly effective **Talent Management System**, the following key elements must be in place, beginning with onboarding, which is frequently inadequate:

1. **Onboarding**

At a minimum, create a consistent onboarding process that includes: clarification of expectations (which were likely included in the recruiting and selection phase), introductions to key relationships, and access to all the resources and tools that newly hired employees need to feel supported and prepared.

2. **Employee Development**

This must include the manager/team leader who has been adequately prepared to coach employees/team members to master the essential skills of the job, particularly the “soft” skills which are often overlooked.

3. **Performance Management**

Begin by creating a safe environment where employees can learn from their mistakes. Then, provide ongoing feedback—do not wait for the typical annual performance review.

4. **Career Development**

The most effective career development process considers the talents and motivators of the individual, which ideally would have been discovered in the selection process. The most effective career development process includes the formation of a cohort of employees on a similar path who also have mentors.

5. **Succession Planning**

An effective succession plan is integrated with the strategic requirement of the organization that considers how the stages of growth will be managed, including the number and types of positions required. Best practices would include benchmarking those positions to establish the talent required for successful performance. Then, begin a talent search and inventory from those who are in the career development process.

COMPETENCY MAPPING

Competency Mapping is defined as the process of identifying the key competencies, which have the ability to do something efficiently & achieve the goals of the organization & make the organization successful.

Competency is defined as a skill/quality that helps the organization in job evaluation, training and recruitment.



The objectives that are established by competency mapping are as follows:

1. Identifying the key success factors
2. Pinpointing triggers for each role
3. Laying direction for superior performance
- Setting defined expectations from employees
5. Serving means for communicating performance expectations
6. Ensuring that the employees obtain greater transparency about their roles

7. Providing opportunities for development
8. Creating a more empowered workforce
9. Employing the workforce effectively

Competency Mapping Process

The competency mapping process consists of the following stages:

Stage 1:

Designing the questionnaire for data collection.

While designing the questionnaire following factors are to be taken into consideration:

- a. Knowing the Purpose of the job
- b. Identifying the Critical Success Factors
- c. Identifying the Key Result Areas
- d. Breaking KRAs into Key Activities

Stage 2:

Data Collection:

- a. Clarity of Organization Direction
- b. Clarity of Organization Structure.
- c. Interview Job Holder.
- d. Interview Job Holder's Reporting Officer.
- e. Discuss with the Focus Group if the job are of the same family.

Stage 3:

This Stage Involves:

- a. Rank Order of the list of competencies (Guided/Unguided)
- b. Comparing good performer and average performer with selected list of competencies.
- c. Use research data and assign competencies to positions.

Stage 4:

Finalize Role Descriptions and Competencies-Job Wise.

The following is the step-by-step process for competency mapping:

Step I – Development of Core Competencies:

In this step, the leadership of the organization meets to brainstorm which core competencies the organization requires in order to achieve its objectives, goals, and vision. Examples of core competencies that are usually essential in organizations are problem-solving, team-building, decision-making, and communication skills.

Step 2 – Assessing Competency Levels Required Across Positions:

After the leadership decides which competencies are essential, it is necessary to determine the degree to which, and manner in which, these competencies are required in each type of position (i.e., Sales Manager, Receptionist, and CEO). This assessment can be made through interviews with incumbents of sample positions, using a Position Information Questionnaire (PIQ).

Step 3 – Developing Competency-Based Job Descriptions:

Following the interview process, job descriptions can be developed that include not only duties and reporting relationships but the core competency descriptions that are tailored to each position. The same competencies are included in each employee's performance appraisal instrument so that he/she is evaluated on the same criteria that are specified in the job description.

Step 4 – Competency-Based Matrix:

For career development purposes, new employees (or potential employees) will be interested in career progression options available once they master different competency levels. As career options become more complex and sophisticated, the core competencies are elevated in terms of sophistication as well.

Step 5 – Individual Development Planning:

Using the job-descriptions and the performance appraisal process as a foundation, Human Resources can provide coaching for individuals based on their unique developmental needs.

For example- if a sales representative is interested in a position as Sales Manager, Human Resources professional can counsel this person about current strengths and areas for improvement and point out the competency levels required for the higher level position.

Then the employee and the HR person can jointly map out a plan for the employee's development (courses, workshops, mentoring, etc.)

Methods of Competency Mapping

There are various [methods of competency mapping](#) are:

1. [Assessment Centre](#)
2. [Critical Incidents technique](#)
3. [Interview Techniques Competency Mapping](#)
4. [Questionnaire](#)
5. [Psychometric Tests](#)

Assessment Centre

It is a certain function of identifying the skill & the potential for growth. It uses a few methods to evaluate employees for human resource and manpower purpose & decisions

Critical Incidents technique

A process of systematically identifying the behaviours that contribute to the success or failure of the competencies in specific situations.

Interview Techniques Competency Mapping

Every organization has different techniques of interviewing the competencies as a part of competency mapping.

Questionnaire

A certain technique that is followed by the organization that prepares a list of questions that the users would fill in a return.

Psychometric Tests

The sole focus of psychometric assessment is that many organizations use as this part of the selection process, where there's a natural wariness about the unknown.

Examples of Competency Mapping

1. Job Evaluation
2. Project Planning
3. Performance Appraisal
4. Success Planning
5. Recruitment

Approaches / Methods of Competency

To describe the skills required for any job, competency mapping is conducted using various methods. The techniques that can be used to analyze the competency mapping are as follows:

1. Workforce Skill Analysis:

In this method employees and managers are consulted and asked to specify the skills required to perform.

Questionnaires, opinion surveys, interviews, and performance standards of other similar organizations, are some ways by which the assessment can be carried out. Besides this, it also keeps into account the changes that may occur in the organization while analyzing workforce skills.

2. Job Analysis:

This method is used when the requirement for good job performance is to be determined. What qualifications an individual must possess, how much experience he should have, what type of training he has gone through, what tasks he can perform effectively, etc., need to be identified before selecting any person for a responsible job.

This method is more suitable for those organizations that make use of technology and machines to a larger extent.

3. Supply and Demand Analysis:

Supply analysis focuses on the present employees working in a company and their competency level.

It is done by assessing their grades, education, work experience, understanding viewpoint towards the current trends and competitions, time of retirement, physical wellness, etc., in order to determine the present competency status of the workforce. Whereas, demand analysis focuses on the employees that may help the organization in achieving its goals, objectives, vision, and mission in the future.

4. Gap Analysis:

Once the supply and demand analysis is conducted, it becomes easy to identify the difference between the present and future workforce. The gap analysis method is performed to assess this divergence so that organizations can plan and deal with & upcoming situations accordingly and effectively.

5. Solution Analysis:

This method focuses on searching for ways to deal with the differences identified from the gap analysis and how the functions can be carried out smoothly. Solution analysis considers all the changes taking place in the workforce (unintended or intended). It also evaluates whether permanent or contract-based.

UNIT 3

Life cycle of talent management

Introduction to Talent Management Life Cycle

Talent Management Life Cycle is a continuous process that deals with human capital in a comprehensive, holistic way ensuring that both employee and employer gain the maximum benefit from their mutual association.

There are various models of the talent management life cycle. Some are unique to specific company cultures or industries, while others are more general. They all start from the initial touch points a company has with potential employees and show how, once hired, those employees move through the company. Most models encompass all the phases or steps in employees' career progression.

Among the chief concerns of HR people today are

- (1) Matching candidates to jobs based on their ability to handle the job-specific challenges they are likely to face and
- (2) finding out what candidates are seeking—such as ongoing investment in their professional development that will enable them to not only grow but also give back, and opportunities to experience a lot of different things in their career.

When looking at areas for organizational improvement, it can be helpful to map these concerns onto the talent management life cycle model to get a clear picture of where programs can be implemented for employees.

One of the most interesting challenges facing HR today is the increasing rate of change of technology, and how that's affecting all parts of the talent management life cycle. The career path model of 30 years ago is very different from what people expect today from their employment life cycle. From the employee perspective, the info graphic at the bottom of the blog is a great example of the modern employment life cycle created by Boxer Property. For employees, the new model may mean having a variety of careers that all have a common thread running through them. For employers, it means looking at how they can meet and develop those people wherever they are in their own employee life cycle.



5 Links between Talent Management and Employee Engagement

Talent management and employee engagement have become key buzz phrases in business. Each has taken human asset management to a more specific, more integrated level.

Talent management's definitions are reasonably consistent. Here are valid examples:

Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management.

Talent management is an organization's commitment to recruit, retain, and develop the most talented and superior employees available.

Talent management means selecting the right people, developing their potential and fueling their enthusiasm, building their commitment, and also supporting them through periods of change.

Talent management offers value at the revenue end. Customer satisfaction, product development, and marketing innovation all benefit by being accomplished by talented performers. Talent management also contributes to expense reduction. Quality improvement, process redesign and employee retention are results generated when talent works the business.

Employee Engagement: the individual's investment of her/his time, energy, skills, knowledge, and creativity in the efforts and directions set by the organization.

Businesses now aim to give more attention and action to both talent management and employee engagement. That attention needs to be well-directed; those actions need to be well-developed.

Let's look at five links between talent management and employee engagement. These links promise to increase a company's success in improving both attention and action.

Better Onboarding Link

A powerful [on boarding program](#) introduces talented candidates to the business' engagement culture immediately. The individual can actually engage in on boarding activities rather than sitting at a desk and thumbing through a binder.

Competitive Advantage Link

Competition for talent is fierce because talent is a leading factor in a company's [competitive advantage](#). Recruiting, developing and retaining talent are the tools that build competitive advantage. Talent management starts with recruiting.

Performance Improvement Link

Talent joins a company appreciating the company and its product. As talent engages more fully in company operations, assignments, projects, that appreciation grows. The greater the appreciation, the greater one's commitment to performing with quality.

Customer Satisfaction Link

Customers naturally prefer to experience quality product and quality service. Research says it is the people with whom customers interact that determine the customer's opinion of that quality. Talent management looks for quality candidates. Employee engagement turns up that quality.

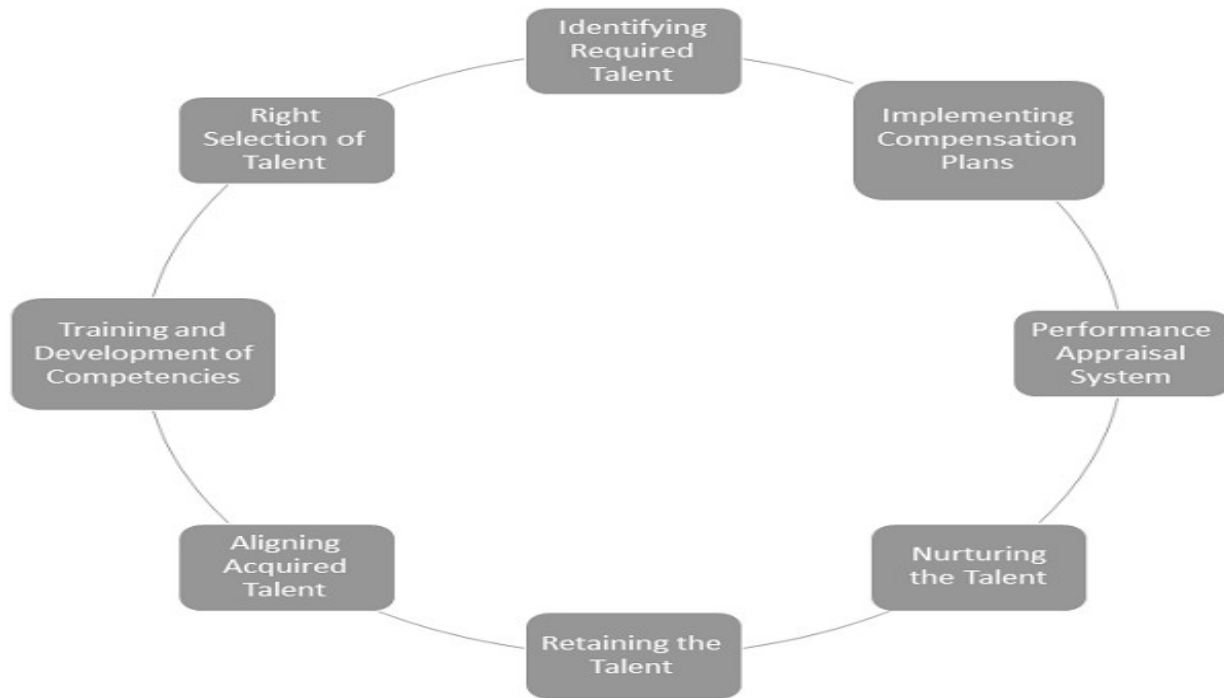
Reduced Turnover, Increased Retention Link

If intense effort is made to hire talent, equally intense effort should be expended to [retain talent](#). Employee engagement is a specific element of talent management insofar as it boosts a company's ability to hold on to talented employees. People stay with companies they value. The more an employee is allowed and encouraged to engage in job, team, and company efforts, the more she sees the value.

Importance of talent management process

A requisite pool of qualified and talented employees can simplify the **process** of achieving the organizational goal and help focus on issues that really matters in the interest of the

organization. Therefore, the overall purpose of **talent management** is to maintain a skilled and efficient workforce for the organization.



Importance of talent management and why companies should invest in it

Talent management is not just a simple human resource key term one will come across. It is also committed to hire, manage, develop, and retain the most talented and excellent employees in the industry. In fact, talent management plays an important role in the business strategy since it manages one of the important assets of the company—its people.

Attract top talent Having a strategic talent management gives organizations the opportunity to attract the most talented and skilled employees available. It creates an employer brand that could attract potential talents, and in turn, contributes to the improvement of the organizations' business performance and results.

Employee motivation. Having a strategic talent management helps organizations keep their employees motivated which creates more reasons for them to stay in the company and do their tasks. In fact, 91 percent of employees shared that they wanted more than just money to feel engaged and motivated, as revealed by Chandler and Macleod's survey.

Continuous coverage of critical roles. Talent management equips companies with the tasks that require critical skills to plan and address the important and highly specialized roles in the workforce to its employees. This means that the company will have a continuous flow of employees to fill critical roles to help companies run their operations smoothly and avoid extra workload for others, which could lead to exhaustion.

Increase employee performance. The use of talent management will make it easier for the companies to identify which employees will be best suited for the job that can lead to less performance management issues and grievances. It will also guarantee that the top talent within the company stays longer.

Engaged employees Talent management allows companies to make systematic and consistent decisions about the development of staff, which guarantees the employees' skills and development. Furthermore, employees will feel more engaged when there is a fair procedure for the development, which helps in increasing the retention rates that helps companies in meeting their operational requirements.

Retain top talent. Well-structured on-boarding practices create higher levels of retention which saves the company on its recruitment and performance management cost in the long run.

Improve business performance. Talent management helps employees feel engaged, skilled, and motivated, allowing them to work in the direction of the company's business goals, which in turn, increases client satisfaction and business performance.

Higher client satisfaction. A systematic approach to talent management means that there is an organizational integration and a consistent approach to management. When systems are more integrated, client satisfaction rates are usually higher, since they are dealing with fewer people and their needs are met more rapidly.

Important steps to assess talent management process

- **Attract Top Talent By Treating Candidates Like Customers**
- **Align Your Plans**
- **Provide Clear Expectations, Job Requirements And Goals**
- **Measure Progress**
- **Build Engagement**
- **Offer Fair Compensation And Rewards**
- **Provide An Outlet For Employees To Share Concerns**
- **Create A Path For Advancement And Improvement**

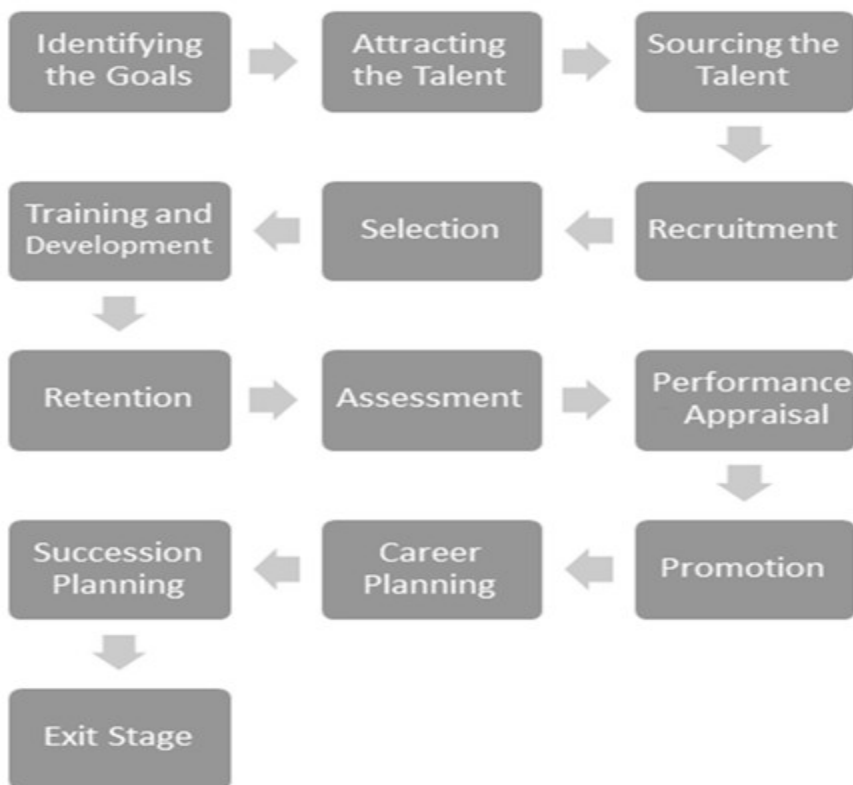
Stages of Talent Management Process

Competency, and power of employees within an organization. Everything that is done to recruit, develop, retain, reward and make employees perform better is a part of talent management.

We are in a war for top talent and we always will be. Even during recessions there is a shortage of talented people. People those who are good at their jobs and have very strong leadership experience are always short in supply. They can always find new jobs and they are always hard to get.

It's the role of HR to implement the strategic talent management process in an organization. HR really plays an advisory and support role in the company. They don't run the company. They help the leaders run the company.

According to a research done by Deloitte, there is 40% lower employee turnover and 38% higher employee engagement in companies which implemented strategic talent management process.



Step By Step Talent Management Process.

1. Identify Organization Goals And Understand The Requirement

What are your organizations high level priorities or goals? List down the goals and upcoming changes you need to initiate in the organization.

Develop the job descriptions and specifications for the role you want to acquire the talent for. Since it the first step towards the process, it plays a crucial role in the success of the whole process.

2. Sourcing And Attracting The Talent

Employment branding is the concept that comes into play at this moment. Best thing to do for employment branding is to be honest.

Despite the explosion of social networking sites like LinkedIn and twitter, there are still lot of different ways people find new positions. Significant amount of them comes from internal candidates and through referrals.

3. Recruiting And Selecting The Talent.

This is the stage where you actually conduct interview tests and recruit the top talent. Conduct relevant interview tests to identify the best person and scoop them in.

4. Employee Retention

Almost 51% of the employers have problem with employee retention. High salary hikes and incentives are not the only things you should do to retain your employees. You have to create opportunities for growth and give them the room for creativity. You can implement these [5 employee retention strategies](#) to retain your best employees.

5. Promotion

Promote the people gradually to the new role. Nobody wants to work at the same designation for a long period of time. This way you are helping your employees grow in their professional career.

6. Performance Appraisal

Measuring the performance of an employee is imperative to identify his or her true potential. You can check whether the person can be loaded with extra responsibilities or not.

FIVE ESSENTIALS OF TALENT MANAGEMENT:

1. Culture of learning:

A job should not solely be filled based on past experience and performance, but on the employee's potential and aptitude to adapt to a new role. That's why ensuring continuous informal and formal learning and development is key to help develop new skills and prepare for a new role.

2. Competency frameworks

A competency framework is essentially the lingua franca of capability in the organisation. Competency frameworks help drive consistency within the business when recruiting employees, managing their performance and developing them. It can perform a pivotal role in ensuring everyone understands what is expected of them in a specific role and for a given context.

3. Performance management

The managing of talent in the organisation reaches into performance management. To implement a talent management strategy it is important to understand performance. Analytics and comprehensive talent management system solutions that have a performance capability will help with this as it brings the data into one place and provides managers with clear indicators on talent strategy implementation and performance issues.

4. Career development and career pathing

While performance management is all about developing the skills and competencies of your workforce to meet the organisation's needs, career development is about supporting your employees to develop and realise their potential.

5. Succession planning

Succession planning is all about knowing the needs of your organisation and developing the capacity to address these needs when - and even before - they arise. Combining the data from all these initiatives in one place will help build one central talent pool, where you can easily spot the high potentials ready to step into a key role.

UNIT 4

APPROACHES to Talent Management

Talent management is a strategy relating to business that helps you recruit, hire and retain the best talent in your field of work. The goals relating to Talent Management in The Workplace must be well thought out and planned in order to be successful. There are some tried and true approaches to talent management that can set your human resource department apart from your competitors. Let's take a closer look at five of these approaches/strategies.

5 Strategic Approaches to Talent Management in The Workplace

1. Developing Job Descriptions

For each job opportunity that you post for your company, whether it be internally posted or external, the descriptions that you choose are very important. Making sure to be as clear about what duties go into the performance of a job will ensure that the people who apply know exactly what is expected of them. You won't have a high turnover rate because people were misled regarding what was going to be part of their job. Also, make sure that you list all of the necessary requirements for applying. This will help minimize the number of applications you have to discard because people who were not qualified applied anyway.

2. Provide Development Opportunities

For existing employees, make sure to offer ongoing opportunities for people to develop in their profession. This can be something as simple as a two-day training class on something new that would aid in everyday duties, or it can be management training programs that allow entry level professionals to gain valuable knowledge, experience, and opportunities.

3. Performance Assessments

A great way for employees to find out how they are doing and how they can improve is to do regular assessments. These can be done quarterly or twice per year in order to be effective. These assessments are usually done by management and give a brief overview of what was done by an employee, how their performance was, and how they can improve moving forward. This eliminates any surprises come bonus time or time for raises and talent on staff is always working towards new goals.

4. Selection Process

Sometimes a candidate will stand out as being the right person for the job, however, there might be a big pool of people to choose from. A tried and true selection process will make your decisions easier and faster.

5. Effective Compensation

In order to hire good talent, your compensation rates need to be impressive. They don't have to be thousands higher than your competition, but there should be a distinct reputation present for being a good company with good compensation packages.

Developing and implementing an effective talent management strategy plan



STEP 1: IDENTIFY ORGANIZATIONAL GOALS/PRIORITIES

What are your organization's strategic high-level goals or priorities? Are there any upcoming changes or new directions/initiatives for the organization? Start by listing each one of them.

STEP 2: IDENTIFY ORGANIZATIONAL DRIVERS AND CHALLENGES

Identify and consider the key drivers and challenges that could impact your organization's ability to achieve its goals. Consider both internal and external challenges. These could include things like a highly competitive job market, new or changed legislation/regulations, results from an employee satisfaction survey, new technology, etc.

STEP 3: CONDUCT A GAP ANALYSIS

Compare where your organization is today with where it wants to be, and identify any gaps that it needs to address in order to achieve its goals. In identifying each gap, consider also the risk of not addressing the gap.

For example, if your organization has a goal to rank #1 in the industry for customer satisfaction, you need to identify your current customer satisfaction rating and the rating required to rank #1 in your industry, then identify the gap between these two. The risk of not improving customer satisfaction ratings by this degree could include a drop in market share or in sales.

STEP 4: DEFINE YOUR HR PRIORITIES AND GOALS

Based on the goals, challenges and gaps you identified in steps 1-3, identify HR goals for the coming year to support the organization in achieving its goals. You should typically identify 3-5 goals. Don't forget to make them SMART (specific, measurable, achievable, realistic/relevant, time-bound) and link them to the applicable corporate goals. When defining your measures of success, make sure you include ways to measure both the implementation and effectiveness. That is, was the initiative executed as planned, as well as did the initiative have the desired effect.

STEP 5: INVENTORY YOUR TALENT MANAGEMENT PROCESSES/FUNCTIONS

Next, do an inventory of your current HR talent management processes to determine if you need to make any changes to existing process or add new process to support your goals. Where gaps or needed changes are identified, put plans in place to address them.

STEP 6: MEASURE THE RESULTS AND COMMUNICATE SUCCESSES/CONTRIBUTIONS

With your HR goals and priorities in place, it's important to assess and measure their effectiveness and communicate the results to the organization. As you work on achieving each goal, make sure you track relevant metrics so you can report on progress and success, or take corrective action as needed. This is important to help you determine if the goal or associated initiative was effective and is worth retaining.

Talent management strategies:

- A strategic talent management plan allows you to
- Fill your critical talent management needs
- Address company and industry changes promptly
- Identify essential skills to be developed in all employees
- Minimize training costs by focusing on key development areas;

Talent mapping process

- Talent mapping is a technique that charts individuals' skills and abilities, assesses their performance and potential, and matches them with workforce planning strategies to balance an organization's talent and needs.

What is Strategy Mapping?

Talent mapping is a technique that charts individuals' skills and abilities, assesses their performance and potential, and matches them with workforce planning strategies to balance an organization's talent and needs.

Talent mapping helps companies assess, evaluate, and review their current staff so they can be more ready for the future. Talent mapping is a technique that charts individuals' skills and

abilities, assesses their performance and potential, and matches them with workforce planning strategies to balance an organization's talent and needs.

Talent mapping enables an organization to determine strategies for future hiring, including internal promotions, likely short- and long-term hiring needs, and development of existing talent to meet future staffing needs. Mapping for the Future Using talent mapping is important to an organization's talent management strategy because it looks beyond the current staffing and organizational structure to envision what will be needed at various future points. In order to be ready to meet future challenges, the type of assessment provided by talent mapping is vital.

The Performance-Potential Matrix When companies engage in talent mapping, they often use a nine-box grid called the performance-potential matrix to assess their current employees. This matrix measures aspects of performance and potential such as leadership, effectiveness at the current position, impact, and trust. Utilizing the matrix gives HR professionals a good idea of the strengths and weaknesses of current employees, as well as their potential to grow or be promoted into other positions in the future.

What is Talent Mapping and how can it Help Grow Your Business?

Understanding Future Needs

The value of talent mapping is directly linked to its ability to help you project future human resources needs. For example, an engineering firm might need to build its capacity to work with certain target technologies or a software firm might want to hire programmers who are familiar with specific languages.

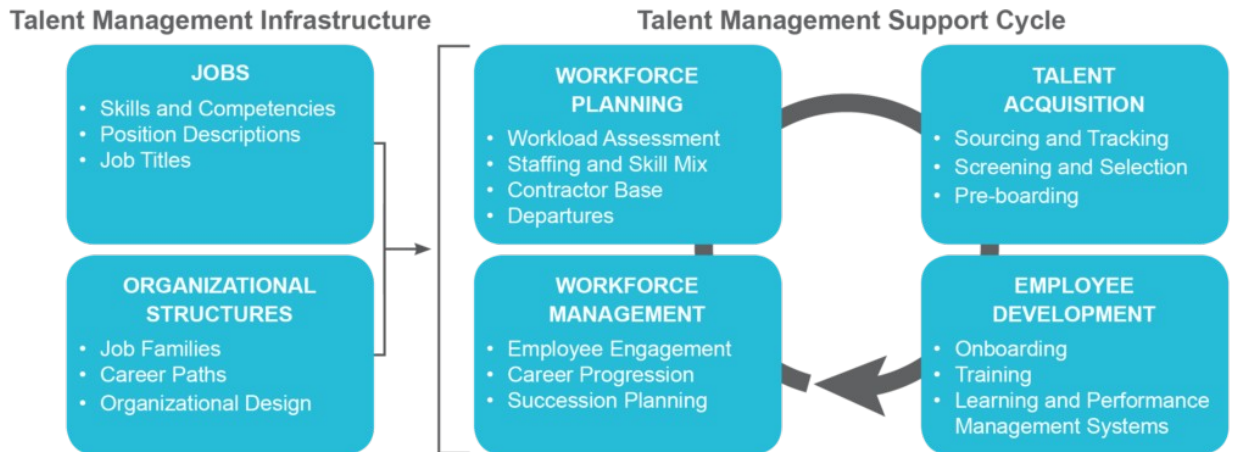
Assessing Current Performance

Talent mapping uses a specific formula to evaluate the readiness and performance of your current workforce against the changes ahead. The goal is to identify high-potential employees whose future development aligns with your strategic priorities.

Developing a Plan to Fill Gaps

Once you've determined your staffing objectives and taken stock of your current team, it's important to develop a plan for future recruitment. One important outcome of talent planning can

be the creation of ideal team member descriptions to guide future hiring processes. Another can be the development of training paths and leadership development programs to help mold your current staff into the employees you'll need tomorrow.



Post-Recession Challenges of Talent Management

After nearly a year, the news on recession is taking a U-turn as analysts are officially reporting that the recession is over. While it will take some time for recession to pave the way for prosperity and growth for business in general, prosperity is already on its way in certain economies such as Brazil, Russia, India and China (BRIC nations). This two blog series will discuss the imperatives for talent management in times of economic recovery.

Talent scenario during recession

The law of demand and supply mercilessly applies to human resources, also. During the economic downturn, companies were able to downsize by getting rid of redundant workforce. They also restructured the employee compensation processes (mostly by decreasing) to stave off financial losses.

Employees who stayed got the opportunity to handle a variety of tasks that further sharpened their skills and made them multi-skilled. However, those who were out of job, lost this opportunity to hone their skills in a new challenging environment. Adding to our woes, slashing of training and development budgets has reduced the number of skilled employees.

Recovering Economies

After a year or so the news on recession is taking a U-turn (not a V-turn though). Officially, [analysts](#) are reporting that recession is over, including [Google CEO](#). While it will take some time for recession to pave the way for prosperity and growth for business in general, the prosperity is already on its way to certain economies such as BRIC (Brazil, Russia, India and China).

HR May be Caught Off Guard

Although this is good news for business operations, including marketing and sales, it poses new challenges for human capital. Businesses would no longer run on the old rules, but new out-of-the-box solutions, more comprehensive efforts, innovative thinking, and new skills and competencies would be required to grow and prosper. Needless to say, the demand for both the quantity and the quality of talented employees will grow worldwide. Companies that have fired employees in the past are already feeling the pinch, as they do not have enough bandwidth to execute.

New Definition of Talent

High productivity: Employees should deliver much more than they are compensated for. If that happens, employers are willing to offer a larger share to them.

Multi-skill: Companies have discovered that one way to decrease recruitment costs is to use multi-skilled employees as they help reduce manpower dependence.

Self-managed and self-motivated: Such employees reduce managerial efforts, which help organizations to have less number of managers.

Innovative and out-of-the-box thinkers: As the rules of the business change and competition increases, existing solutions no longer work. Companies need employees who constantly infuse new ideas and provide out-of-the-box solutions to meet customer needs.

UNIT 5

TALENT PLANNING AND ACQUISITION

TALENT PLANNING

The first step in a successful talent management strategy is planning your workforce. Proper strategic planning provides a long-term blueprint that helps to ensure your workforce and organization is prepared for the future.

Talent Planning Strategies. Organizations that invest in talent workforce planning and/or succession planning place themselves in a better position to achieve their business goals and objectives. Planning is an integral part of recruiting, developing and retaining employees and leaders.

As a manager and leader planning for your talent needs, you should consider the following:

- Identify the critical skills you need
- Identify changes that may need to be made within your organization's structure
- Identify your current staff's strengths
- Determine the type of talent you'll need for key roles in the future
- Assess where professional development is needed to prepare current staff for future openings

Objectives of Talent Planning

Talent Planning Objectives

- Align beliefs around talent (Talent Philosophy)
- Agree on talent rankings by function (**Talent Assessment**)
- Classify jobs into categories (**Position Identification**)
- Set ratings goals for job categories (Position Evaluation)
- Identify training and development needs across the organization (Organizational Training Matrix)
- Determine rewards and recognition philosophy (Talent Retention Philosophy)

Talent Planning: Best Practices

- Agree to Talent Planning strategic objectives and overall process
- Make the business case for talent reviews
- Match available present talent to the organization's requirements for future talent needs
- Identify promising candidates
- Dedicate resources for development efforts
- Make accountability for Talent Planning a critical objective
- Integrate Talent Management process with Performance Management process (includes bonuses and compensation)

Business Impact: Leadership pipeline identified with specific development initiatives underway

5 Key Steps in Strategic Talent Planning

Recruiting rarely is based on any sort of strategic plan. For most organizations, recruiting is a tactical operation ó a series of things that take place that result in qualified people getting hired. It is mostly reactive, and few recruiters have the time or charter to look forward more than a few weeks.

Step 1: Talent Plan Workforce or talent planning is the first and hardest step. It means deeply understanding the organization's business goals and the competitive environment the organization functions in. It is a combination of understanding and predicating demand, while at the same time being educated and aware of the talent supply situation from all the sources that are available.

Step 2: Image and Brand It is not true that if you build a great strategy or a great organization, people will necessarily flock to your doors.

Step 3: Sourcing Methods Develop a multi-faceted sourcing strategy. Embrace active candidates who are responding to your brand and image-building messages, but maintain the capacity and skills to tap passive candidates.

Step 4: Screening and Assessing Candidates Are you going to invest heavily in educating managers in behavioral interviewing? Are the recruiters going to be the main screeners, or will you use testing and other tools? What role will the Internet play, if any? Are you going to look into using web-based tests? How much will you rely on candidates screening themselves out or in?

Step 5: Market and Communicate! Candidates want to be in the know about their status and prospects. They seek out feedback and information. Your organization's website is an invaluable tool, but you will also need to develop systems to communicate with candidates personally and to send out newsletters and emails.

Talent Management and Succession Planning

Succession planning is a talent management process that builds a pool of trained workers who are ready to fill key roles when leaders and other key employees step down. Organizations with succession planning programs in place foster a talent-oriented culture by recruiting skilled workers and top talent.

Companies need a bench with the right future leaders who can drive their business plans forward. Our approach to talent management begins with your strategy and ends with a refined people and leadership plan. We help your leaders uncover organizational competencies and make

sure you have the right people for those pivotal and critical roles that play such a big role in driving success.

High Potential Development Program

Developing your current and future leaders requires a deep understanding of how development happens on the job. We work with your team to build customized Leadership Development programs that ensure your company has the next generation of leaders in place. These programs are tied directly to your business strategy.

Competency Development

A thoughtfully developed competency model is one of the best ways to make sure all parts of your people management process are aligned and pulling in the same direction. At STS, we can involve your senior business executives in the process, taking them through a clearly defined set of steps to create a description of the assets and skills that will drive success in your company.

Talent Pipeline Assessment

As businesses change and grow, it can be difficult to determine how many future leaders will be needed and what new skills will be required to effectively direct your business. Our Talent Pipeline Assessment process gives you the data and guidance needed to bring a disciplined approach to these complicated challenges.

Action Learning

Since most development happens on the job, the STS approach supports growth that happens at work. Action Learning (or Project Based Development) provides the opportunity for your best and brightest to develop new skills and knowledge with other high-potential employees, all while working on mission-critical projects. Action Learning is a highly effective way for senior management to provide mentoring and visibility as part of a structured development program that drives your company's goals forward.

Strategic Talent Review

A Strategic Talent Review is an efficient and systematic way to check the quality and alignment of talent to determine whether a company has the right people in the right roles. Our Talent Review process builds a direct link between business strategy and goals, and the company's talent needs.

Talent acquisition

Talent acquisition is the process of attracting, finding and hiring skilled human labor for organizational needs in order to meet labor requirements.

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor requirement. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The [talent acquisition](#) team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements.

Talent Acquisition definition

In the process of talent acquisition (TA), the main goal is to recognize and meet all the labor requirements a company may have. When used in the context of the recruiting and Human Resources (HR), talent acquisition usually refers to the talent acquisition department or team within the Human Resources department.

Talent Acquisition process

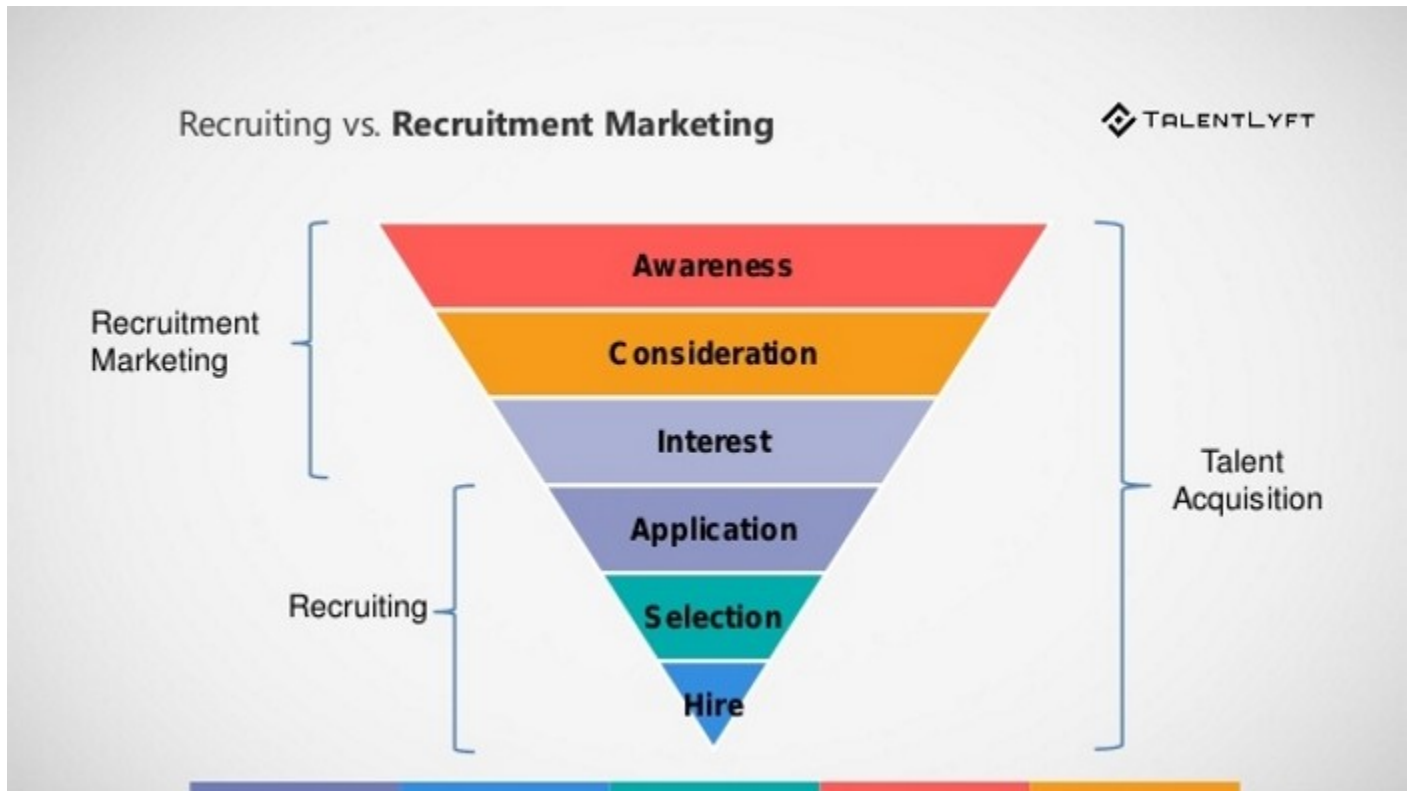
The process of Talent Acquisition and the [way we recruit have changed dramatically](#). While sourcing talent and posting jobs on job boards used to be primary TA methods, this is not the case anymore.

Talent Acquisition today looks much different. Talent Acquisition professionals need to have many more skills, as their main job has become to attract talent. With that being their primary goal, many TA professionals are now expected to be able to plan and implement successful [Employer Branding](#) and [Social Recruiting strategies](#).

Talent Acquisition and Candidate Journey

Today's candidates go through different stages of candidate journey than they used to a few years back.

When looking for jobs, they now have a lot of information available. It is not enough to just show them open positions and expect them to apply. Candidates now, after they become aware of your company and job opening, need to be attracted to choose you as their employer of choice.



Importance of Talent Acquisition

People are the single most important drivers of every company's success. That makes Talent Acquisition one of the most important, if not the most important, departments of every firm.

However, the role of every talent acquisition specialist is complex, and it holds a lot of responsibility. Many TA professionals today need to know not only how to find and hire people but also how to use [Recruitment Marketing](#) strategies, provide exceptional candidate experience, encourage [candidate engagement](#), and develop a successful [candidate relationship management](#) strategy.

Talent Acquisition Strategies

1. Collecting (and Using) Data to Make Talent Decisions

A recruiting leader with a great talent strategy rarely hires someone and just hopes it will work out. They make data-driven decisions throughout the process with a great understanding of how and why someone will be a good fit. The use of data in HR is growing by the day, but in most organizations, there is more work to do. Tracking metrics like time to hire is only the beginning of measuring the candidate experience.

2. Working With Other Departments To Integrate Talent Acquisition

Good recruiting can never happen in a vacuum. Going into 2018, see how you can work with other departments to leverage their skills in the talent acquisition process.

For example, think about how a marketing manager can help you with your employer brand. Brainstorm ways to freshen up print and digital recruiting materials to attract more candidates.

3. Using Automation

Modern recruiters and HR leaders have incredible tools at their disposal to find and connect with top talent—and these tools are only getting smarter.

What is talent engagement and why is it important?

Talent engagement is the process of attracting the right people to your organisation and getting candidates and employees to fully engage and connect with your company's values, goals, and principles. Investing in talent engagement activities can improve employee motivation and performance, reduce employee turnover and impact profit levels.

Engaging with talent communities for our clients

Using both established and emerging technologies, we support the effective management of talent communities for our clients. Our account teams ensure our clients' employer brand messaging, relevant news, and information on live roles are communicated to these talent communities.

Retaining talent engagement levels

Initial talent engagement is important, but equally important is fostering a workplace culture that engages candidates long after they have become employees, in order to keep attrition levels to a minimum. Engaged employees are happier at work, perform better and can become your best employer brand ambassadors

Talent Engagement Key 1: Define Talent

Talent Engagement Key 2: Build Strong Employer Brand

Talent Engagement Key 3: Make Time to Lead *People*

Talent Engagement Key 4: Be Conversational

Talent Engagement Key 5: Train Resilience

Talent Retention

At this point, it should be evident that your business will be putting in a substantial amount of time, money, energy, and other resources into securing and developing the talent that is

going to help your company achieve its goals. Of course, you do not want to have put so much investment into someone who will then turn around and leave, voiding the work you have put in as well as wasting precious resources

When an employee comes to you, threatening to leave the company, that is certainly a poor time to begin your efforts aimed at retaining your talent. Supervisors and mentors who assume employed talent is satisfied are doing a huge disservice to their company.

5 Ways to Engage Employees to Help Retain Top Talent

1. Ensure employees know their work matters

People need to see the how their work contributes to the company's success. By helping employees see how the work they do on a daily basis supports the company's overall business strategy, they will likely feel more engaged.

2. Establish a strong corporate culture and communicate it

Organizations that create a culture defined by meaningful work, deep employee engagement and job and organizational fit will likely attract and keep top talent.

3. Build and strengthen employee links with team activities

Start employee recognition programs, community service outings, recreational leagues and fitness challenges

4. Define employees' career paths

A key driver of turnover is the perceived lack of career opportunities and advancement. Managers should provide role clarity and career path information to their employees and translate career goals into day-to-day work.

5. Offer job flexibility and work-life balance

Employers need to create talent strategies that engage all the generations that make up their workforce.

TEN STEPS TO RETAINING AND ENGAGE EMPLOYEES:

- Be clear about what is expected from employees
- Ensure they have the materials and equipment needed to do great work
- Never stop creating ways for employees to do what they do best every day
- Remember that nothing is more important than leaders who cares about their people

- Create a work environment that is filled with employees who share a commitment to the values and vision of the business
- Provide myriad opportunities for career and skill development
- Provide ongoing performance feedback, recognition and acknowledgement
- Instill a sense of purpose and direction in each employee
- Provide constant communication and transparency between the leaders and the employees
- Look for ways to support the need to have a balanced work/life schedule

Best practices for talent engagement

1. Build trust, be human, and default to open.

In any type of relationship, people favor a human connection. So it's not surprising that employees put greater trust in their bosses when they know them on a personal level.

2. Start at the top, with executives and management.

An important thing to remember to when trying to improve your [employee engagement strategy](#) is that management is the model for change you're hoping to see.

3. Articulate goals and responsibilities.

If employees don't know what to do, it's no wonder employee engagement is suffering. Being engaged means being on top of the situation. This is next to impossible when there are doubts about actual goals and responsibilities.

4. Offer help to those who aren't performing well.

You can't expect every member of your staff to perform at an exceptional level at all times. More often than not, there are going to be a few individuals that need a helping hand ... especially if they're new to the organization or are stumped on a particular project.

5. Spot and encourage "power employees."

It's important to look for employees who are making great achievements within your organization. These are often referred to as "power employees," and they can make a huge difference for the state of your company.

6. Create a forward-thinking work environment.

No employee wants to work in an environment that is stuck in the past or doesn't create growth. Your work environment is important, and it has to embody the philosophies of your organization.

Create a forward-thinking work environment by improving your office's layout and appearance ... or even move to an entirely different space.

7. Be careful who you hire.

Anyone who hires employees knows just how frustrating a process it can be. What often goes overlooked is the importance of candidates future engagement levels.

8. Be supportive of career planning and advancement.

It can be difficult to admit that your employees may one day choose to leave for a different job or career. No one wants to view their business as a stepping stone, but the fact remains that jobs are fluid.

9. Give people freedom to make their own choices.

There's nothing worse than working for a company and feeling as if you're just a cog in the wheel. Those who aren't given the chance to be themselves and work at their own pace will end up feeling unfulfilled.

10. Promote open and direct communication.

Just as with any other type of relationship, communication is key. Still, it's one of the biggest barriers in the professional world, and it hurts employee engagement levels.

11. Don't confuse "engagement" with "happiness."

Every manager wants their staff to be as happy as possible in their roles, as there are many benefits that come along with having happy employees. At the same time, it's common for people to mistake happiness for engagement.

12. Keep things interesting, add some fun.

At the core of all employee engagement best practices is *interest*.

If employees aren't interested in their work and are just going through the motions, there's no way they'll be engaged in any task you give them.

13. Encourage team-based working methods.

While you shouldn't force or demand employees to work together, encouraging teamwork and [project collaboration](#) will increase levels of engagement.

14. Make it a daily focus.

It's common for management to discuss employee engagement and obsess over making major changes to improve it. While their hearts are usually in the right place, this "all or nothing" approach results in a form of burnout. Rome wasn't built in a day.

How to improve employee retention

In an increasingly competitive business world, top talent is in high demand. If you aren't making your top workers happy, another company may come along to steal them away. Here are ten tips that will help you make sure your employees are around for many years.

Create the Right Culture

Finding employees who will feel a strong bond with your company starts with creating an environment that attracts those employees. Your company culture should match the type of employee you want to employ, whether you opt for a by-the-book, strict workplace or a more casual, laid-back atmosphere.

Hire the Right Employees

As you're screening candidates, pay close attention to signs that you may have a job-hopper. While there's nothing wrong with someone switching jobs if it provides career advancement, look for someone who is interested in growing with your company rather than getting experience to take somewhere else.

Offer Training

Businesses expect their professionals to arrive fully trained and certified. Yet too many aren't willing to invest in helping them maintain those credentials. Whether you send employees to a learning center or you provide membership to one of the many e-learning sites available, when you take your employees' education seriously, they see it as an investment in their career.

Provide Guidance

Your employees should be fully aware of their job duties and how they're doing in performing them. You can accomplish this by first having a job plan in place and providing regular feedback on an employee's performance. If an employee feels confused about his role in your organization, he's more likely to feel disgruntled and begin searching for something else.

Pay Well

As difficult as it is to pay competitive salaries when funds are low and budgets are tight, calculate the cost to replace employees. It can cost as much as 30 percent to 50 percent of an entry-level employee's annual salary just to replace him. Employees often find they can enjoy a 10 to 20 percent salary increase by simply moving from one company to the next, which makes jumping ship attractive.

Don't Punish Competence

Managers often spend much of their time on employees who are struggling, leaving the talented ones completely neglected. Over time, this can lead to resentment as star employees start to feel unnoticed and unsupported. Managers must make an effort to let top performers know their hard work isn't going unnoticed.

Be More Flexible

Workers have expressed a preference for flexible working conditions. If you expect your best employee to answer his phone when a client calls at seven o'clock on a Friday night, you should also understand when that employee comes in late one morning or needs to take off early.

Offer Benefits

Small businesses often struggle to compete with larger corporations in providing benefits. While you don't have to beat big business in the healthcare options you offer, you can offer things they won't get elsewhere, such as the ability to work from home, more flexible vacation offerings, and performance bonuses.

Provide Unique Perks

Another way businesses can compete without breaking the budget is through offering perks they can't get elsewhere. Silicon Valley has become notorious for its free meals and nap pods, but you can increase retention by coming up with creative perks. Use your connections to get free VIP tickets to special events or special discounts at local retailers.

Don't Take Yourself Too Seriously

As much work as you try make your company attractive to talented people, the truth is employees might be leaving because of their bosses. In fact, research has shown people tend to quit their bosses, not companies. If you can cultivate an environment where employees feel rewarded and gratified, you'll already be ahead of a great deal of other bosses out there.

Improving retention rates doesn't have to be difficult. By being a positive role model and directly connecting with your employees, you'll be more likely to understand what they need to continue to help your business thrive.

