IMPLEMENTATION TOOLKIT

MODULE 1:TALENT ACQUISITION

The proactive sourcing of valuable skills to nurture a steady talent pipeline aligned with business goals to achieve long-term success

Developing a competitive advantage through **attracting the best candidates** to drive organisational excellence

Anticipating the organisation's **long-term human capital needs** and creating sustainable coverage of critical roles

Establishing **strong employer branding** to become employer of choice and galvanise candidates' passion to join the organisation

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

TALENT ACQUISITION
MAKING THE CASE FOR CHANGE

HIRING FOR TALENT, NOT JOBS

There is a **shift in focus from basic recruiting** (administrative and operative focused) towards a **strategic function** – building a highly complex, dynamic and value-adding HR cornerstone

FOR EMPLOYERS
Building a Talent Pipeline Focused on Future Critical Skills

FOR EMPLOYEES
Standing Out from the Crowd Adding Value to the Company

CANDIDATE EXPERIENCE

Talent acquisition functions are starting to embed **candidate experience and brand engagement activities** into the talent acquisition process through the EVP

FOR EMPLOYERS
Developing a compelling Employer Brand for EVP efforts

FOR EMPLOYEES
Evaluating Companies Based on Their EVP

DATA-DRIVEN APPROACH

Organisations are tackling workforce issues by **collecting, analysing and interpreting data** to add value to the business in terms of **efficiency, effectiveness and quality of hire**

FOR EMPLOYERS
Utilise Quality of Hire indicators (i.e. net promoter score)

FOR EMPLOYEES
Developing Oneself Holistically Greater Scrutiny on Capabilities

"I strongly believe in the quote by Peter Schutz: Hire Character. Train Skill."

– Clarin Soh, HR Director, DeClout

TALENT ACQUISITION
IMPLEMENTATION PLAN

1
UNDERSTAND BUSINESS OBJECTIVES

- Understand the business agenda and business environment
- Identify current internal capabilities
- Determine hiring requirement based on business needs

2
TARGET THE RIGHT CHANNEL

- Segment the workforce needed based on personas
- For each persona, curate a few options of sourcing channels to target

TALENT ACQUISITION

4
INTEGRATE THE NEW HIRE

- Curate an onboarding plan for new hires
- Establish a buddy system to assimilate new hires
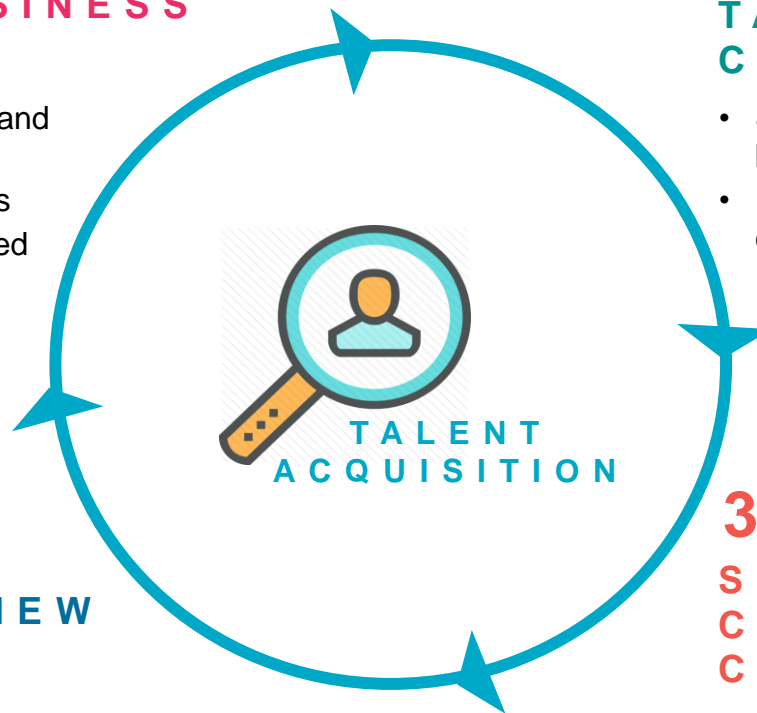- Conduct regular check-ins with new hires during probation

3
SELECT BASED ON CAPABILITY AND CULTURE FIT

- Create an assessment framework and identify assessment tools to evaluate technical and generic skills
- Train assessors to avoid biases and common pitfalls

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UNDERSTAND BUSINESS AGENDA AND ENVIRONMENT

- Understand BU Head's requirements and the impact of additional resources in meeting business objectives

- Generate business scenarios for various staffing levels and assess impact on business

IDENTIFY CURRENT INTERNAL CAPABILITIES

- Analyse current capabilities and the gap against workforce needs

- Identify critical workforce segments based on the value they add to the organisation

- Assess internal capabilities to address workforce gaps before looking externally

DETERMINE HIRING REQUIREMENTS

- Determine the headcount (quantity) and skills (quality) required

- Ensure requirements set are based on fair recruitment practices regardless of age, race, gender, religion, marital status, family responsibilities, disability, etc

- Prioritise hiring for critical workforce segments

Know What You Have, Know What You Need
Thriving organisations know how to get the right people in the right positions. It is not enough just to be able to get the right people, only to poorly fit them into positions where their strengths are not fully utilised

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SEGMENT INTO PERSONAS

- Segment hiring requirements into employee profiles (personas) which can be based on:
  - Skills or experience required
  - Ideal characteristics for the role (i.e. engaging, team player, passionate about a movement, etc) that would be a culture-fit for the organisation
  - Preference on work location

CURATE CHANNELS FOR EACH PERSONA

- Identify recruitment channels tailored at identified personas
- Leverage on government channels or programmes and work with government agencies such as e2i to enlarge your pool of local candidates
- Non-typical channels include:
  - Walk-ins
  - Experiential work as a temp staff for a day / week
  - Localised recruitment fairs

SET YOURSELF DIFFERENTLY

- Identify organisation's strengths and weaknesses in attracting talents and its Employer Value Proposition (EVP)
- Establish an employer branding that resonates with potential talents
- Communicate the organisation's brand consistently across all channels

ESTABLISH AN ASSESSMENT FRAMEWORK

- Categorise what the role requires assessment for

- Identify the assessment tools needed based on the categories to be assessed

- Consider the factors of:
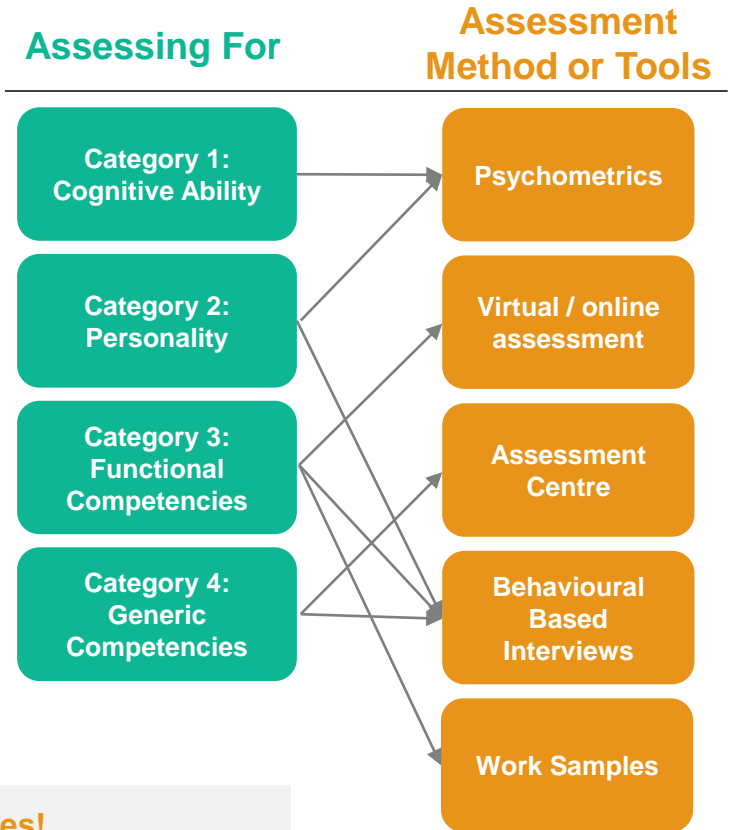 - Cost
  - Validity
  - Candidate's experience
  - Fairness (i.e. candidates should be assessed objectively based on their suitability of the jobs. As long as they can perform the job, disabled candidates should be considered and assessed fairly)

EQUIP ASSESSORS

- Train managers / assessors to avoid biases such as affinity, anchoring and confirmatory biases
- Multi-rater systems help to increase reliability and reduce biases from a single source

Watch out for biases!
Managers tend to hire employees that are very much like themselves, which encourages groupthink

Assessing For

Assessment Method or Tools

Category 1: Cognitive Ability

Category 2: Personality

Category 3: Functional Competencies

Category 4: Generic Competencies

Psychometrics

Virtual / online assessment

Assessment Centre

Behavioural Based Interviews

Work Samples

CURATE AN ONBOARDING PLAN FOR NEW HIRES

- Establish a detailed onboarding plan to welcome and equip new hires

- Assign supervisors to ensure all onboarding tasks are executed

- Coordinate across departments to run common onboarding programmes (i.e. HR briefing, IT security briefing, etc)

ESTABLISH A BUDDY SYSTEM TO ASSIMILATE NEW HIRES

- Assign a buddy to new hires to guide and assimilate them into the organisation's culture

- Establish a mentorship program for leadership roles

CONDUCT REGULAR CHECK-INS WITH NEW HIRES DURING PROBATION

- Encourage supervisors to conduct regular conversations with new hires during probation. A 30-60-90 day approach may be adopted

- Onboarding typically ends after probation, when the first performance appraisal is conducted. Have managers establish rapport with new hires and set KPIs moving forward

Onboard Early!
Some of the processes and paperwork should be completed or automated before the new hires' first day (i.e. laptop, employee pass, work station)

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Partnered with your Business Unit heads to understand their manpower requirements to support the business agenda? ❑ Determined optimal, sub-optimal and critical staffing levels with your Business Unit heads? ❑ Analysed current capabilities and the manpower gap needed to fill to meet business objectives? ❑ Identified your critical workforce segments that need to be filled? ❑ Assessed whether you have any internal capabilities that would be able to address manpower gaps? ❑ Determined the quantity and quality of manpower required? ❑ Ensured that your hiring requirements do not discriminate against age, gender, etc? ❑ Prioritised your hiring needs based on the criticality of the workforce segments?	**Step 1: Understand Business Objectives**
❑ Developed employee profiles based on your hiring needs? ❑ Identified recruitment channels that are targeted at your required personas? ❑ Leveraged on government channels to enlarge your pool of local candidates before considering alternatives? ❑ Identified the organisation's strengths and weaknesses in attracting the required talents? ❑ Established an employer branding that resonates with your potential talents? ❑ Communicated consistently about the brand and value proposition across all your sourcing channels?	**Step 2: Target the Right Channel**

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❏ Categorised what types of assessments are to be conducted for the roles to be hired?	**Step 3: Select Based on Capability and Culture Fit**
❏ Identified the assessment tools needed based on the categories that would be assessed?	
❏ Trained your assessors to conduct assessments fairly and consistently?	
❏ Established a detailed onboarding plan from pre-joining to end of probation?	**Step 4: Integrate New Hire**
❏ Assigned supervisors with the responsibility to ensure all tasks in the onboarding plan is executed?	
❏ Coordinated across departments to run common onboarding programmes?	
❏ Assigned at least one buddy to each new hire to guide them during probation?	
❏ Assigned supervisors to conduct regular conversations with new hires during probation?	
❏ Assigned managers to establish rapport with new hires and set KPIs moving forward post-probation?	

TALENT ACQUISITION
WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Sourcing is a reactive process • Selection is not standardised and documented • Employer value proposition is not established	• Sourcing is ad hoc and based on anticipated vacancies • Selection processes or standards vary • Employee value proposition is focused on rewards	• Sourcing is based on workforce demand projections • Selection process is consistent • Employee value proposition considers total employment offering	• Sourcing is actively conducted with effective use of internal and external talent pools • Selection process is consistent and integrated with other HR functions • Employer brand is portrayed consistently	• Sourcing is proactive and based on long-term business priorities • Selection process leverage innovative tools and workforce analytics • Employer branding is compelling and differentiated
WHAT DO YOU CAN CONSIDER DOING…				
• Identifying key sourcing channels • Standardising a selection process • Establishing an employee value proposition	• Conducting active sourcing based on workforce demand projections • Establishing a consistent selection process • Including total employment offering for employee value proposition	• Conducting active sourcing using internal and external talent pools • Integrating selection process with other HR functions • Ensuring a consistent portrayal of the employer branding	• Proactive sourcing based on long-term business priorities • Leveraging innovative tools and workforce analytics for the selection process • Developing a compelling and differentiated employer branding	• Consistently tracking sourcing strategies against quality metrics • Continual investment to strengthen and differentiate employer branding

ADDITIONAL RESOURCES FOR YOU

- How to attract the right talent to successfully compete in the digital world and future-proof your workforce
  - https://www.mercer.com/our-thinking/building-a-talent-ecosystem.html
- How to identify and acquire skilled talent to deliver new business models in the midst of rapid digital change
  - https://www.mercer.com/content/dam/mercer/attachments/private/gl-2017-delivering-the-workforce-for-the-future-mercer-oliver-wyman.pdf

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

RAJAH & TANN

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Professional, Scientific and Technical Activities	• Average Tenure: 8.1 years • Average Age: 40.5 year old • % Female: 65% • % Foreign Worker: 2.5%	▪ Talent Acquisition ▪ Career Development ▪ Performance Management	• Provides Flexible Work Arrangements • Encourages Skills Upgrading • Hires and Develops Employees with No Prior Working Experience

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Talent Acquisition Leverage on outreach programs to attract talent	**Industry Dynamics** ▪ High competition for talent with other firms in the legal industry	**Implemented Manpower Planning and Internship Programs** ▪ Collaborated with the business units to determine the workforce needs two years out ▪ Introduced their marquee program – a highly structured internship program focusing on experiential learning (presentation, attending court sessions) targeted at year 3 and 4 university students ▪ Conducted "Virtual Internship" during the COVID-19 pandemic, a program that focused on both learning in the legal fraternity and bonding activities to keep the interns fully engaged throughout the entire attachment period ▪ Started a 2-week attachment program for A Level graduates and Year 1 and 2 university students to generate early interest ▪ Started annual campus recruitments at local and UK universities	▪ Enabled HR to strategise recruitment drive efforts based on a well defined manpower needs plan ▪ Increased talent pipeline of 200 interns being enrolled every year ▪ Increased conversion rates of interns becoming full-time trainees

Madame Tussauds
SINGAPORE

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Arts, Entertainment and Recreation	• Data is not provided	• Talent Acquisition • Career Development	• Develops Local Leaders • Reskills at-risk Employees • Hires and Develops Employees with No Prior Working Experience

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Talent Acquisition Leverage on outreach programs to attract talent	**Industry Dynamics** ▪ Tight workforce in the tourism industry which led to high competition for talent	**Platforms Implemented to Recruit Talent** ▪ Leveraged on current employee experience and word of mouth ▪ Implemented policies to attract talent (inviting them to the attraction to experience their potential workplace, 20% off market rate for Merlin Entertainment shares) ▪ Adopted a 'mobile-friendly' recruitment platform to simplify job application process	▪ Enhanced ability to attract talent

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

ROHDE&SCHWARZ

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Manufacturing	• Average Tenure: 6.7 years • Average Age: 39.8 year old • % Female: 32.2% • % Foreign Worker: 17%	▪ Career Development ▪ Performance Management	• Re-hires Employees Past Employment Age • Develops Local Leaders

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Talent Acquisition Leverage on outreach programs to attract talent	**Company Dynamics** ▪ Rohde & Schwarz's philosophy is to hire the right talent from the start, which has been a key success factor for the organisation ▪ To ensure that they get the right talent that they are looking for, they would need to be able to attract as many talents as possible so that they are able to attract and select the best talents	**Emphasised on Building a Strong Employer Brand** ▪ Focused on enhancing brand by conducting global engineering competitions, inviting students from around the world to participate. Winning team gets an all-expenses paid trip to Munich to compete there ▪ Attracted graduates by offering scholarships without any bond ▪ Attracted Polytechnic students through scholarship and sponsored German language courses for them to enter university in Munich ▪ Attracted ITE students through the Earn and Learn and ITE Apprenticeship program, which resulted in some hires as well	▪ Strengthened employer branding across all tertiary institutions ▪ Attracted cream of the crop talents to join the organisation ▪ Developed a steady talent pipeline for the organisation

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