

Talent Acquisition and Development

Unit 9

Talent

Concept

Talent is a set of unique abilities possessed by individuals.

- ❖ It is natural aptitude or skill
- ❖ It is an inner quality that emerges effortlessly

There are two types of talent in an organization.

Unidimensional talent

When individuals possess a single talent in any particular field, it is called unidimensional talent.

Multidimensional talent

When individuals possess multiple talent any field, it is called multidimensional talent

Talent management

Concept

- 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.
 - It is also known as human capital management.
 - Talent management is the management principle and application which intends to recruit, develop, utilize and maintain highest qualified employees in the organization.
- “Talent management is the automated end- to- end process of planning, recruiting, developing, managing, and compensating employees through out the organization”.- Dessler and Varkkey

Talent Development

Concept

- Talent development is a field in human resource that specializes in providing learning opportunities that develop employee skills and competencies.
- The act of increasing the talent of managers and employees according to the needs of the organization is called talent.
- Talent development is specifically focused on how to develop employee skills and competencies.

Importance of Talent Management

1. Proper division of work
2. Maintain Talent employees
3. Hiring better people
4. Understanding employees
5. Professional development decision

Recruitment

Concept

- Recruitment is the process of finding qualified people and encouraging them to apply on vacant job.
 - It stimulates people to apply for the job.
- “Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for the job.” Flippo

Sources of Recruitment

a. Internal sources of recruitment

- i. promotion
- ii. Transfer
- iii. Job rotation
- iv. Former employees rehire
- v. Employee referrals
- vi. Skill inventory system

b. External sources of recruitment

- i. Advertisement
- ii. Employment exchange
- iii. Educational institutions
- iv. Labor unions
- iv. Professional and technical institutions
- v. Private employment agencies
- vi. Unsolicited applications

.vi. Unsolicited applications

➤ They can be from walk- ins, write- ins and electronic.

a. walk- ins

➤ When job applicants come to apply for job by walking into the organizations employment office, this is known as walk- ins.

➤ They serve as a source for recruitment of unskilled or semi- skilled workers.

b. Write- ins

➤ They are job seekers who send written enquiries in search of a job. They are unsolicited applicants. they serve as a source of recruitment for future job.

c. Electronic

➤ Electronic recruiting internet is becoming a popular source of recruitment.

➤ Bio-data can be sent by potential candidates through internet for the job vacant.

Method of Recruitment

1. Internal methods of recruitment

- a. Job posting
- b. Employee referral (recommendation) method
- c. Human resource inventory search method (skills inventories)

2. External methods of recruitment

- a. Advertising
- b. Educational institution placement
- c. Employee referral method (word of mouth recruiting)
- d. Internet search
- e. Contract

1. Internal methods of recruitment

a. Job posting

- This is an open invitation to all current employees in an organization to apply for job vacancies.
- Position, location. Pay scale and qualifications are described in the vacancies.
- It provides an equal opportunity to all employees currently working in the organization.
- Under this vacancy announcement is made through bulletin boards, in-house news letters/ news papers, circulars and e-mail (electronic mail) or in lists available to all employees.

b. Employee referral (recommendations) method (word of mouth)

- Under this method, a candidate is appointed on the recommendation of some currently working employees. Usually this is nomination by supervisors. Supervisors generally recommend best qualified candidates for the vacant job.

c. Human resource inventory search method. (skill inventory method)

- Skill inventories provide information about currently working employees. Such all information about a candidate are available, it is very easy to consider a candidate to select for a position.
- The information included in skill inventory is name, employee number, prior experience, record of performance evaluation and salary level.

2. External methods of recruitment

a. Advertising

- Advertising is a mass communication which informs, persuades and reminds the candidates about job vacancies.
- The job vacancy is announced through different print and electronic media.
- Advertising media can be print (news papers, magazines, trade journal, and internet), visual (bill board, poster, point of recruitment materials) and audio-visual (radio, television, cinema)
- Advertising for external recruitment can be two types: this is **want Ads** and **Blind Box ads**

b. Educational institution placement method

- Technical and vocational institutions, schools, colleges, and universities are educational institution.
- Technical and vocational institutions and high school provide lower level where as colleges and universities provide managerial level personnel.
- Most educational institutions operate placement services.

c. Employee referral (recommendations) method (word of mouth recruiting)

- Employee referral programmes are work- of – mouth advertisement in which current employees refer applicants from outside the organization.
- Using this method, a company recruits a new employee based on the reference of a current employees. This is word of mouth recruiting.

d. Internet search

- It is indirect method. Potential candidates keep their bio- data in web side of internet. Employers search their bio- data in internet for recruiting potential candidate. This method is useful for high technical employees.

e. Contract

- Employees are hired on contract. Labor contractors are an important method of recruitment under which workers are recruited through contractors.
- Labor contractors supply workers. They charge commission for their services. Factories use this methods for recruitment.

Selection

Concept

- Selection is the process of choosing the most suitable candidates from the obtained applicants (applications) for vacant job.
 - It selects the right the right person for right job. It is concerned with hiring as well as rejecting the applicants.
- “Selection is the process of choosing among people who apply for work with an organization.”- **Wendell French**

Difference between Selection and Recruitment

Series items	Recruitment	Selection
1. Sequential relationship	Recruitment is performed before selection.	Selection is performed after recruitment
2. Nature	Recruitment attracts the group of qualified candidates towards the vacant job.	Selection chooses the limited qualified candidates and rejects others.
3. Purpose	Recruitment locates potential candidates for job vacancies	Selection matches potentialities of candidates with job.
4. End	Recruitment process ends when applications are received from candidates	Selection process ends after choosing the suitable candidates through series of tests.
5. Face to face	Recruitment does not contact between employer and employee face to face.	Selection contacts between employer and employee face to face.
6. process	Recruitment is a positive process.	Selection is a negative process.

Process of selection

➤ Selection process is starting from the evaluation of application form and ending the hiring decision of employee.

The selection process includes the following steps:

1. Receiving and evaluating application forms
2. Preliminary interview
3. Selection tests
4. Employment interview
5. Reference analysis (background checks)
6. Physical examination (medical test)
7. Final selection decision
8. Employment contract

Selection tests

- Selection tests are used to assess the ability, aptitude and personality of prospective candidates.
- Hence, selection tests are referred as a systematic and standardized procedure of sampling human behavior in order to obtain qualified applicants for organizational activities.
- Under selection tests, the candidates who score the highest marks in different tests are selected for employment and who score low in the tests are rejected.

Types of Tests

1. Ability test
2. Aptitude test
 - i. Mechanical test
 - ii. Psychomotor test
 - iii. Intelligence test
 - iv. Visual test
3. Personality test
4. Interest test
5. Attitude test
6. Graphology test
7. Polygraph test (Honesty test)

1. Ability test

- It refers to an individual's capacity to perform the various tasks in a job.
- It determines ability for job performance.

There are three types of ability test

2 . Aptitude test

- Aptitude test is used to measure the potential learning capacity of a candidate in a given area.

Aptitude test consists of the following.

i. Mechanical test

ii. Psychomotor test

iii. Intelligence test

- ❖ It measures IQ (Intelligence Quotient) in terms of comprehension, reasoning, numbers and memory.

vi. Visual test

3. Personality test

- It measures personal characteristics of candidates such as extroversion / introversion (assertiveness), emotional stability, openness experience, agreeableness, conscientiousness and motivation.

4. Interest test

- It is used to measure a candidate's activity preferences (favorite).
- It measures likes and dislikes related to hobbies, recreational activities, group activities and career choices.

5. Attitude test

- It is the evaluative judgments concerning objects, people or events.
- It measures applicant's tendencies to behave favorably or unfavorably towards certain object, people or events.

6. Graphology test

- ❖ It is designed to analysis the handwriting of an individual.

7. Polygraph test (Honesty test)

- Honesty tests are concerned with the degree of accuracy of information provided by the candidate.
- Some firms still use the polygraph (or lie detector) test for honesty testing.
- Polygraph test is a device that measures honesty of the candidate.

Interview

- ❖ Interview is the most widely used tool in the employee selection process.
- ❖ It is face to face observation and appraisal of the candidates suitability for the job.
- ❖ It is a face to face interaction between interviewee and interviewer.
- ❖ It is procedure designed to obtain information through the exchange of ideas and the answering of queries.

Types of interview

1. Structured interview (Directive interview)
2. Unstructured interview (Non- directive interview)
3. Semi- structured interview (Mixed interview)
4. Stress interview

Socialization

Concept

- Socialization is concerned with introducing new employees with organizational culture, norms and values.
 - It makes fit between the employees and organizational working environment.
- “Socialization refers to a process of adaptation that takes place as individuals attempt to learn the values and norms of work roles”- Decenzo and Robbins

Process of Socialization

Socialization is a step- by- step process of introducing the new employees with organization's objectives, culture, norms, values, working environment, relationships and behavior.

The socialization process consists of three stages.

1. Pre-arrival stage (pre-entry stage)
2. Encounter stage (entry stage)
3. Metamorphosis stage (change stage)

1. Pre-arrival Stage (Pre-entry Stage)

- It is concerned with the socialization of new employees before joining the organization.
- This socialization stage recognizes that each individual arrives in an organization with a set of organizational values, attitudes and expectations.
- Its sources are training and educational institutions, prior job experiences, recruitment and selection process.

2. Encounter Stage (Entry Stage)

- In this stage, new employees enter in the organization. New member confront (deal with) with organizational values, norms, and attitudes and compare their prior perceptions.
- If the employee's expectations match the reality, socialization may not be needed.
- If the employee's expectations don't match the reality, socialization will be needed.
- If the employees become dissatisfied with reality, they resign the job.

3. Metamorphosis Stage (Change Stage)

- This is the stage when the new member must work out any problem discovered during the encounter stage.
- Under this stage of socialization, employees learn new values, norms, attitudes and ethics and make themselves fit to encounter the problems faced during encounter stage.
- It refers to employee going through change.

Human Resource Development (HRD)

Concept

- It is concerned with increasing the competencies of human resources in organizations.
 - It focuses on the development of knowledge, skills, attitudes, experiences and potential of employees to perform current and future jobs effectively and efficiently.
- “Human resource development aims at developing a variety of competencies of employees and developing a culture in the organization to utilize these competencies and contribute to organizational growth.”- T.V. Rao

Important/ Need for HRD

1. Develop competency
2. Enhance commitment
3. Mutual relation
4. Accepting change
5. Improve team work
6. Create efficiency culture
7. Facilitates HR planning
8. Promote job satisfaction
9. Environmental adaptation
10. Develop decision making ability

Training

Concept

- Training is concerned with imparting (convey) specific job- related skill to the employee.
 - Training is arranged in order to provide basis knowledge and skill for non-managerial employees.
 - It is more present work oriented.
 - It helps in bringing changes in knowledge, skills and attitude of the employees.
- “Training is the act of increasing the knowledge and skills of employee for doing a particular job”.- Flippo E. B.

Objective of training

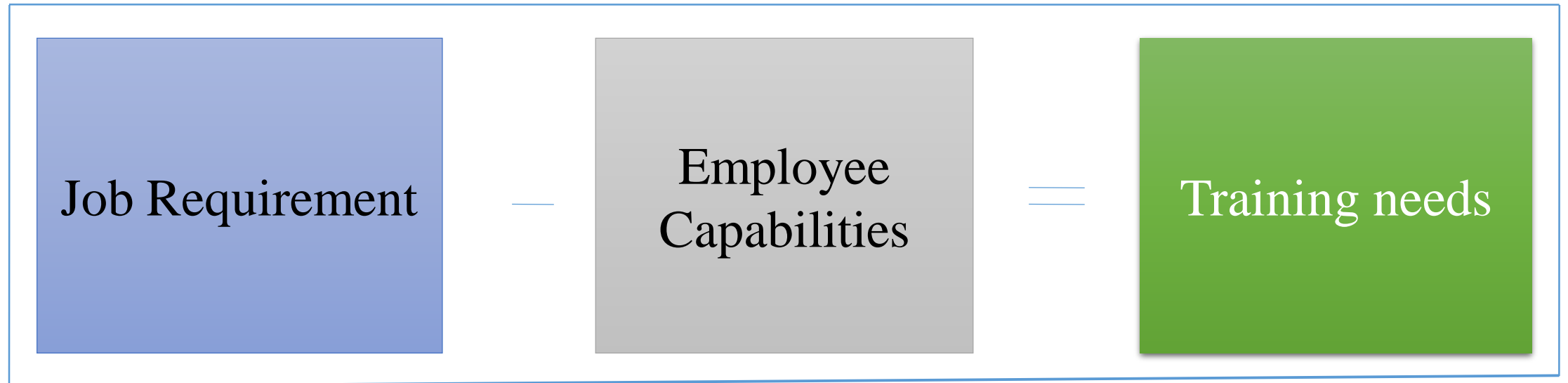
1. Increase productivity
2. Improve quality
3. Fulfill future HR needs
4. Maintain working environment
5. Improve health and safety
6. Improve commitment
7. Change acceptance
8. Attitude change
9. Proper use of resources
10. Maintain customer satisfaction

Benefits of Training

1. Increase productivity
2. Maintain morale
3. Reduced supervision cost
4. Minimize accident
5. Maintain organizational stability
6. Development of competency
7. Managing change
8. Better labor relation
9. Career development
10. Effective communication

Training Needs Assessment (Determining Training Needs)

- Training needs refers to a gap between standard performance and actual performance of employees in an organization.
- It is the gap between the existing capabilities of employees and the requirement of the job.



Steps of Analysis (Assessment) Training Needs

1. Determine Training Objectives
2. Select and Design Training Programs
3. Implement Training Programs
4. Evaluation Training Programs

Levels of Training Need Analysis (Assessment)

➤ There are three levels of analysis for determining the training needs.

➤ They are:

1. Organizational levels
2. Task level (operation level)
3. Individual level

1. Organizational level

- At the organizational level, senior manager set the organizational goal, and analyze training needs.
- Training needs at organizational level can be created by changes in environment, objectives, strategies, structure, product and productivity, growth and expansion of organization.

2. Task level (operation level)

- Task level is related to the skills, knowledge and attitudes required for the performance of any job.
- At the task level, the manager (teams) specify how the organization's goals are going to be achieved and analyze training needs.
- Training needs at task level can be created by job redesign, new job, changes in work method, process and procedures etc

3. Individual level

- At this level, training needs are determined from the difference between desired performance and actual performance of employee.
- Training need at individual level can be created by changes in human resource plans, policies, practices and technology etc.

Methods of Determining Training Needs

1. Employee survey
2. Performance analysis
3. Recommendation of supervisor
4. Job or task analysis
5. Assessment of management
6. Direct observation
7. Organizational policy

Training Method

A. On-the- Job Training Method

1. Apprenticeship (trainee/ learner) training method
2. Internship training method
3. Job instruction training (JIT) method
 - i. Preparation
 - ii. Presentation
 - iii. Practice
 - iv. Follow-up
4. Job rotation training
5. Special assignment training

B. Off- The- Job Training Method

1. Lecture/ conference method
2. Simulation method
 - a. Case study
 - b. Decision games
 - c. Role playing
3. Group discussion
4. Programmed instruction method (self- instruction method)
5. Experiential exercises method

Management Development

Concept

- Management development is to improve managerial performance by imparting knowledge, changing attitudes or increasing skills.
 - It largely depends on imparting knowledge rather than skills. It provides general knowledge and attitudes which will be helpful to employees in higher positions.
 - It is a continuous process of developing managerial potential by enhancing conceptual, interpersonal and decision making skills. It is also known as executive development.
- “Management development is future – oriented training, focusing on personal growth of the employee.”-**Decenzo and Robbins**

Objectives of Management Development

1. Develop managerial skills
2. Environmental adaptation
3. Improve decision making ability
4. Improve potentiality
5. Job satisfaction
6. Promote team work
7. Generate new manager
8. Facilitate business growth

Techniques of Management Development

A. On- the – job management development

1. Coaching Method
2. Understudy Assignments
3. Job Rotation Method
4. Planned Work Assignments (Committee Assignments)
5. Internship

B. Off- the – job management development

1. Lecture/ seminar method
2. Simulation exercise
 - a. Case study
 - c. Role play
 - d. decision games
3. Behavior modeling method
 - a. Model study
 - b. Role play
 - c. Reinforcement
 - d. Skill transfer
4. Transactional analysis (TA) method
5. Sensitivity training method (T group)

Thank You