

Attraction

The central component of candidate attraction is an organization's employment branding, presented in "help wanted" advertisements, job board postings and corporate career Web sites. Employment branding consists of the attributes candidates consider when evaluating what it's like to work at a company. To be effective in attracting the right talent, the organization must acquire an understanding of job seeker behaviors and use this information to create employment-branding messages that position it as an employer of choice.

Now and in the future, the best job candidates likely will already be employed. To access these passive candidates, it is necessary to develop passive sourcing strategies that support your organization's various talent acquisition initiatives to acquire special skill sets, fulfill diversity requirements or meet other targeted needs. For example, establish contacts/relationships with college and university career centers and alumni group presidents for focused networking; access and participate in niche blogs, discussion forums and relationship management services like LinkedIn; and establish relationships with appropriate professional associations and fraternal organizations. These are the places where the fully employed, highly skilled candidates spend their time networking.

Workforce Selection

While candidate experience should be considered throughout the talent lifecycle, it is particularly important during the selection process. Attracting the best candidates only to lose them, or their interest, during the selection process is a waste of resources. Have systems and clearly defined procedures in place to support candidate communication, interview scheduling, travel logistics and other components of the selection process.

QUICK LOOK

- ➔ To be successful, organizations need to approach attraction and retention more strategically using five segments of the talent lifecycle — workforce planning, attraction, selection, hiring and onboarding, and development and mobility — as the foundation to create a workforce by design.
- ➔ Develop a model of projected future workforce requirements, including detailed candidate profiles, aligned with current and long-term worldwide workforce trends, and the organization's growth plans.
- ➔ The HR team should handle the more strategic aspects of attraction and consider outsourcing activities, like background checks and skills assessments, to third-party providers.

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Hiring and Onboarding

Have clearly established and documented offer and onboarding policies and procedures in place to ensure new hires are scheduled to meet the key people with whom they'll be working. Also make sure all new hires are scheduled to receive the necessary training and are integrated into their team's meeting calendar, all before their first day on the job.


Administrative activities like payroll and benefits enrollment also are important components of the onboarding process, and should be facilitated by online applications whenever practical. Make onboarding easy by eliminating the little "glitches" that can make even the most optimistic new hire question his or her decision to work for the organization.

Development and Mobility

Current employees are the company's most valuable assets. Therefore, proactively sourcing internal candidates for forecasted positions should be the first step in developing a talent strategy. Growing internal candidate pools can lead to greater business continuity for the organization. Retaining quality,

qualified employees can increase productivity and save time and money. Employers need to provide employees with reasons to stay that go beyond compensation. A company must offer employee rewards such as flexible scheduling, 401(k) plans, recognition of accomplishments and career-development opportunities in order to retain and engage existing employees, as well as the future workforce.

Human Resources Can't Do it Alone

The current and impending talent shortage doesn't allow today's HR manager to leave any aspect of the talent lifecycle to chance. Creating a workforce by design can be a daunting task, and success depends on the ability to plan for short- and long-term demands for talent. The key words to remember are "plan" and "execute." If the HR department has limited resources for any of these functions, consider outsourcing aspects of the process to qualified vendors that can provide a fresh perspective on ways to ensure a constant, reliable pool of skilled, qualified job prospects now and in the future. 

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