

What Can HR Do To Drive Effective Talent Acquisition?

In an ever-tightening labour market, the ability of an organisation to attract top talent defines its competitive edge. Talent acquisition has evolved beyond the transactional process of filling vacancies; it is now a strategic element that shapes the future of a company.

For HR professionals, the challenge is to orchestrate an acquisition strategy that is as dynamic and forward-thinking as the talent they seek to attract. This involves not just understanding the current employment landscape, but also anticipating the future needs of the business, creating an employer brand that resonates with high-calibre candidates, and implementing a recruitment process that is both efficient and engaging.

One of the key objectives of our People Plan for 2024 is to enhance our approach to recruitment to be seen as an employer of choice, and a great place to work. By doing so, we will be able to better support the ongoing success and growth of the organisation as a whole.

What Are The Key Strategic Objectives Of Effective Talent Attraction?

Effective talent attraction requires a nuanced approach, where strategic objectives are finely tuned to the company's mission and the evolving marketplace. In order to develop a talent acquisition strategy that is properly tailored to the needs of today's employees, there are a number of vital objectives:

- **Sustainable Recruitment Strategy:** developing a recruitment strategy that balances the nurturing and advancement of internal talent with the acquisition of external talent, using advanced tools and methods to streamline the process
- **Proactive Workforce Planning:** identifying future roles and skill requirements with precision, allowing HR to craft targeted recruitment campaigns that are aligned with the strategic direction of the business
- **Enhanced Assessment And Recruitment Processes:** refining recruitment processes to not only be efficient, but also to provide a positive experience for all stakeholders involved, ensuring these processes are flexible enough to adapt to changing organisational needs

- **Innovation Through In-House Recruitment:** investing in the internal recruitment team to foster innovation in recruitment practices, thereby reducing the reliance on external agencies and building a stronger, more self-reliant recruitment capability.

These objectives are designed to place the organisation as a top contender in the competition for talent, ensuring that it is not only seen as an employer of choice but also as a platform for career development and personal growth.

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What Concrete Measures Can HR Use To Achieve These Goals?

To achieve the strategic objectives set out for effective talent attraction, HR departments should be looking to spearhead a number of concrete measures designed to support these goals:

- **Diverse Assessment Methods:** employing a variety of selection techniques within an assessment matrix, to ensure a robust and comprehensive recruitment process that evaluates candidates holistically
- **Real-World Scenario Assessments:** incorporating scenarios that reflect real customer challenges into the selection process to better assess a candidate's practical skills and problem-solving abilities
- **Refined Talent Referral Programmes:** enhancing existing talent referral schemes to incentivise current employees to

recommend high-quality candidates from their professional networks

- **Creation Of Talent Pools:** forming talent pools for frequently vacated or difficult-to-fill roles to expedite the recruitment process and reduce vacancy times
- **Recruitment Evaluation Surveys:** deploying surveys to gather feedback on the recruitment process from candidates and hiring managers, providing data to inform continuous improvement
- **Managerial Recruitment Training:** offering specialised training to managers on effective interview techniques and selection processes to ensure the quality and consistency of hiring decisions
- **Implementing A PTR Strategy:** adopting a 'Pause, Think, Reflect' (PTR) strategy to encourage leaders to consider diversity and inclusivity actively when building their teams
- **Updating The Onboarding Experience:** crafting a new onboarding journey that supports new hires from the outset, setting them up for success and quicker integration into the company culture
- **Adaptive Recruitment Models:** introducing flexible recruitment models that provide different levels of support tailored to the specific requirements of the role and its importance to the business
- **Recruitment And Compliance Training For Managers:** rolling out comprehensive training to ensure managers are well-versed in the nuances of recruitment, selection, and right-to-work legislation
- **Leadership Personality Profiling:** utilising personality assessments for leadership roles to foster self-awareness and team compatibility, aiding in personal development and team dynamics.

These measures represent a multifaceted approach to talent acquisition, ensuring that each step of the recruitment process is optimised to attract, select and onboard the best possible candidates.

How Will Success Be Measured?

The success of talent acquisition efforts can be evaluated using a variety of metrics, which allow HR professionals to monitor the effectiveness of their strategies and make informed adjustments. Key performance indicators include:

- **First-Time Fill Rate:** monitoring the percentage of vacancies filled by the first candidate offer accepted. A high rate

indicates that the recruitment strategy is effectively matching candidate capabilities with role requirements

- **Time To Offer:** measuring the average time taken from job vacancy to offer stage. A reduced time to offer is an indicator of a more efficient recruitment process
- **Candidate Quality:** assessing the calibre of new hires, possibly through post-hire performance evaluations, to ensure that recruitment efforts are attracting the right talent
- **Employee And Manager Satisfaction:** utilising surveys and feedback tools to gauge the satisfaction levels of both candidates and hiring managers with the recruitment process, with high satisfaction scores indicating a positive and engaging experience
- **Retention Rates:** tracking the retention of new hires over a meaningful period to ensure that not only is the talent acquisition process effective, but the onboarding and ongoing support are also conducive to long-term retention
- **Diversity Metrics:** evaluating the diversity of new hires to ensure the recruitment process supports a diverse and inclusive workforce, reflecting the PTR strategy's influence
- **Cost Per Hire:** calculating the average cost involved in making a hire, including

advertising fees, agency costs and internal recruiter hours. An optimised talent acquisition strategy should see this cost stabilise or decrease over time

- **Referral Hires:** monitoring the number of hires made through employee referrals, which can be a testament to the strength of the internal referral programme and the employees' belief in the company as a great place to work
- **Applicant Pool Quality:** analysing the quality and suitability of the applicant pool for open positions, which reflects the effectiveness of the employer brand and the reach of recruitment campaigns.

By closely monitoring these metrics, HR can provide tangible evidence of their talent acquisition strategy's success and identify areas for ongoing improvement. These measurements serve as benchmarks for the HR department's contributions to the company's strategic goals and operational efficiency.

In taking these steps, the role of HR in driving effective talent acquisition becomes pivotal, ensuring that the organisation not only attracts, but also retains the very best of talent. This represents a delicate balance of proactive strategy and reactive agility, requiring constant evaluation and adaptation to the changing dynamics of the job market.

Success in talent acquisition is multifaceted, encompassing not only the filling of positions with competent individuals, but also ensuring these candidates are aligned with the company's culture and long-term goals. Ultimately, effective talent acquisition is about fostering an environment that attracts, embraces and develops talent, propelling the organisation towards sustained success.



DANIELLE LE BRETON

HR Director at Lanes Group
Danielle Le Breton has a diverse work experience spanning over two decades. Danielle currently serves as the Group HR Director at Lanes Group plc, a position they have held since 2023. Prior to this, they were the HR Director at Sapphire Utility Solutions Ltd starting from October 2021.

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Current Global Mobility Trends And Tax Update

Presented by BDO LLP

The Power Of Human Connection In A Digital Age:

Presented by UnitedHealthcare Global

A New Era For Global Talent Deployment: Actionable Approaches To Managing Global Talent

Presented by Deloitte, Global Employer Services

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We look forward to seeing you then.