

TALENT ACQUISITION

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1

SHRM Strategic Staffing

Attempts to provide **Ensuring** an adequate supply of **qualified** individuals to complete the body of work necessary for the organization's financial success

- Acts on the organizational human capital needs identified through workforce planning
- Significant investment in terms of time, resource, and money

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SHRM Employment Branding

Positions the organization as an "employer of choice" in the labor market

- Creates a positive, compelling image of the organization
- Provides a clear and consistent message about what it is like to work at the organization
- Encourages the best potential candidates to apply
- Reinforces the public's image of the organization

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SIRM Employee Value Proposition 

- The foundation of employment branding
- A magnet to the organization's employment brand
- Aligned with the organizational strategic plan, vision, mission, and values
- Answers why top talent:
 - Would want to start working for this organization
 - Would want to stay working for this organization

Must accurately reflect the work environment and be congruent with the external brand

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SIRM Employment Branding Tools 

Websites	Media ads	Social media
Collateral materials	Marketing campaigns	Recruiting events
Community events, sponsorships	Word of mouth (employees and candidates)	Dialogue with employees

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SIRM Building an Employment Brand 

- How are we perceived now?
- Who is our competition for high-quality employees?
- What are the strengths and weaknesses of our brand?
- What value and benefits shall we communicate?
- Is our brand consistent across all audiences?

Test the brand.

Execute the brand.

Reassess and revitalize the brand periodically.

Promote the brand continuously.

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SIRM Social Media to Support Branding

The diagram shows five interconnected boxes: 'One coherent message' (grey), 'Adapt message' (purple), 'Ensure that EVP message reflects values' (blue), 'Consider ROI' (light blue), and 'Assess' (orange). Arrows indicate a flow from 'One coherent message' to 'Adapt message', then to 'Ensure that EVP message reflects values', which then leads to 'Assess', and finally to 'Consider ROI'.

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SIRM Common Elements of Job Descriptions

A job description is a written description of a job and its essential functions and its requirements, including tasks, knowledge, skills, abilities, responsibilities, and reporting structure.

Common Elements

- Job identification
- Position summary
- Minimum qualifications
- Duties and responsibilities
- Success factors
- Physical demands
- Working conditions
- Performance standards

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SIRM O*Net OnLine

Occupation keyword search: electrician

Help Find Occupations Advanced Searches O*Net Data Crosswalks Share Sites

O*Net OnLine features

- Introduction
- Occupation Keyword Search

More career sites & resources

"I want to be a..."

Start the career you've dreamed about, or find one you never imagined. Discover your interests with the O*NET Interest Profile and find more exploration options at My Next Move.

Find your career at My Next Move

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SHRM Job Competencies and Models

Competencies
Clusters of highly interrelated attributes, including knowledge, skills, and abilities, that give rise to the behaviors needed to perform a given job effectively

Competency model
A set of competencies defining the requirements for effective performance in a specific job, profession, or organization (for example, the SHRM BASK®)

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SHRM Behavioral Competencies

Leadership & Navigation

- Navigates the Organization
- Influences- power & persuasion
- Establishes trust
- Has EIQ
- Motivates

SHRM Bask

ETHICAL PRACTICE, COMMUNICATION, RELATIONAL MANAGEMENT, GLOBAL MINDSET, CONSULTATION, LEADERSHIP & NAVIGATION, DIVERSITY, EQUITY & INCLUSION, BUSINESS ACUMEN, ANALYTICAL SKILLS, LEADERSHIP, ENTREPRENEURIAL, BUSINESS

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SHRM Job Specifications

Describe minimum qualifications necessary

Should reflect what is necessary for satisfactory performance

Must be written to ensure legal compliance


Logical outgrowth of job descriptions

Examples include:

- Experience
- Education
- Training
- Licenses and certification
- Mental abilities and physical skills
- Level or organizational responsibilities

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SIRM Variations in Job Descriptions 

Job description components may vary by organization and by job market. Some variations include:

- **Essential functions** (primary job duties individual must be able to perform with or without reasonable accommodation).
- **Nonessential functions** (desirable but not necessary).
- **Sign-off** (documentation of employee understanding of job description).
- **Disclaimers** (for example, organization's right to change responsibilities and tasks as needed).

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SIRM Global Job Descriptions 

<p>Uses</p> <ul style="list-style-type: none"> ▪ Intracountry and cross-border transfers ▪ Career management and succession planning ▪ Compensation studies ▪ Statistics for job types across organization ▪ Comparison and alignment of business processes across countries 	<p>Challenges</p> <ul style="list-style-type: none"> ▪ Lack of global competency model ▪ Country variations <ul style="list-style-type: none"> – Interpretations of job functions – Expectations for similar jobs – Approaches to on-the job development – Work environments – Compliance requirements – Permission to work
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SIRM Roles of Job Analysis in HR 



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SIRM Job Analysis Considerations 

Generally gathers information about:

- **Job context**—the purpose of the job, its work environment, its place in the organizational structure
- **Job content**—the duties and responsibilities of people who hold the job
- **Job specifications/qualifications**—KSAs required for a person to have a reasonable chance of successfully performing the job
- **Performance criteria**—desired behaviors/results that will constitute performance in the job

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SIRM Job Analysis Methods 

- Observation
- Interview
- Work diary or log
- Task inventory
- Critical incident technique
- Position analysis questionnaire

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SIRM Employment Categories 

- Full-time
- Part-time
- Contract
- Temporary
- Intern

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SIRM Writing Job Descriptions and Specifications

- Give jobs **realistic** and descriptive **titles**.
- Keep the summary **short** (no more than four or five sentences).
- List only the **most important duties**, tasks, or responsibilities.
- Identify the **essential** job duties and responsibilities.
- Review the KSAs to be sure they are **job-related**.
- Secure approvals and dates.
- Include any appropriate disclaimers.

Jobs change over time and necessitate regular reviews and updates.

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SIRM Sourcing and Recruiting

Sourcing

- Precursor to actual recruitment.
- Involves internal and external advertising.
- Variety of techniques used.

Recruitment

- Process of encouraging candidates to apply for openings.
- Both quantity and quality are important.

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SIRM Internal Recruiting Sources

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Rewards good work of current employees ▪ Capitalizes on familiarity ▪ Potentially more cost-effective ▪ Improves morale ▪ Promotes career paths ▪ Adds to EVP 	<ul style="list-style-type: none"> ▪ Can produce organizational inbreeding ▪ Places heavy burden on learning and development ▪ May create negative work environment

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SIRM External Recruiting Sources

Advantages

- Brings new ideas and talent
- Helps organization gain needed competencies
- Provides cross-industry insights
- May reduce training costs
- Helps promote diverse and inclusive environment

Disadvantages

- May result in misplacements
- May increase recruitment costs
- May cause morale problems for internal candidates
- Requires longer onboarding and orientation

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SIRM Recruiting Sources

Referrals (internal)

Job posting (internal and external)

Talent pipeline (internal)

Succession planning (internal)

Educational institutions (external)

Career fairs (external)

Online social networks and blogs (external)

Talent marketplaces (internal and external)

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SIRM E-Recruitment

Advantages

- Widens recruitment sourcing
- Provides almost immediate response
- Increases applicant pool
- Facilitates better candidate matching
- Supports realistic job previewing
- Supports targeting specialized skills and particular lifestyle or culture-fit groups

Disadvantages

- High volume of responses, many from unqualified candidates
- May require labor-intensive and costly filtering processes
- May be restricted by data privacy regulations
- May exclude qualified candidates
 - Who would rather send a résumé
 - Who do not have access to the technology

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SIRM **Social Media in Recruiting**




- Advantages**
 - Low-cost organizational publicity
 - Posting of vacancies
 - Branding
 - Targeting geographically diverse talent
 - Employment screening
 - Reduced recruiting costs and time to fill
 - Engagement of passive job candidates
- Disadvantages**
 - Potential inaccuracy of information learned about candidates
 - Legal risks associated with what employer learns about prospective candidates and how information is used or managed

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SIRM **Recruiting Effectiveness**




- Be proactive.
- Brand.
- Use realistic profiles.
- Automate.
- Innovate.
- Interact.
- Promote.
- Adapt.
- Champion diversity.
- Be judicious.
- Be vigilant.

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SIRM **HR Metrics: Workforce Reporting**



- Head count**
 - Indicates the number of people on the organization's payroll at a particular time.
 - Calculating average head count over a year provides a representation of the average number of employees the organization requires.
- Groups and subgroups**
 - Subdivides employees into categories.
 - Knowing composition of the workforce helps planning for diversity and operational requirements.
- Demographics**
 - Provides basic statistics and characteristics about employee groups.
 - Demographic trends provide important metrics for HR planning and forecasting.

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SIRM HR Metrics: Cost of Hire

$$\text{Cost of hire} = \frac{\text{Total costs}}{\text{Number of new hires}}$$

Total costs includes all costs associated with recruiting, including:

- Advertising costs
- Recruiter and agency costs
- Referral incentives
- Relocation bonuses
- Referral bonuses
- Screening costs
- Travel costs
- Costs associated with salary and overhead of internal recruiting staff

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SIRM HR Metrics: Cost per Hire

$$\text{Cost per hire (CPH)} = \frac{\sum(\text{External costs}) + \sum(\text{Internal costs})}{\text{Total number of hires in a time period}}$$

- SHRM standard that addresses problems with variability in the traditional cost-of-hire measure (total costs divided by number of new hires)
- Differentiates between internal and comparable CPH metrics:
 - Cost per hire, internal (CPHI)
 - Cost per hire, comparable (CPHC)

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SIRM HR Metrics: Recruitment Cost and Yield Ratios

Recruitment cost ratio (RCR)

$$\frac{\text{External costs} + \text{Internal costs}}{\text{Total first-year compensation of hires in a time period}} \times 100 = \frac{\$200,000}{\$2,000,000} \times 100 = 10\%$$

Yield ratios

$\frac{\text{Qualified applicants}}{\text{Total applicants}} = \frac{100}{300} = 33\% \text{ yield ratio}$	$\frac{\text{Interview offers}}{\text{Qualified applicants}} = \frac{5}{15} = 33\% \text{ yield ratio}$
$\frac{\text{Minority applicants}}{\text{Total applicants}} = \frac{80}{300} = 27\% \text{ yield ratio}$	$\frac{\text{Interview offers}}{\text{Final interviews}} = \frac{5}{10} = 50\% \text{ yield ratio}$
$\frac{\text{Female applicants}}{\text{Total applicants}} = \frac{185}{300} = 62\% \text{ yield ratio}$	$\frac{\text{Offers accepted}}{\text{Interview offers}} = \frac{3}{5} = 60\% \text{ yield ratio}$

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SIRM HR Metrics: Time to Fill

Number of days from opening of job requisition to acceptance of offer:

- Helps HR determine a realistic amount of time for hiring new employees.
- Helps managers plan how to best redistribute work.
- Supports resource and budget planning.
- Emphasizing speed may increase recruitment costs and decrease quality of hire.

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SIRM HR Metrics: Attrition

- Loss of employees for reasons other than firing and other employer-initiated events
- Implies that an employer has no direct control over how many personnel are lost to employee attrition

It is important to understand why employees leave, not just the fact that they leave.

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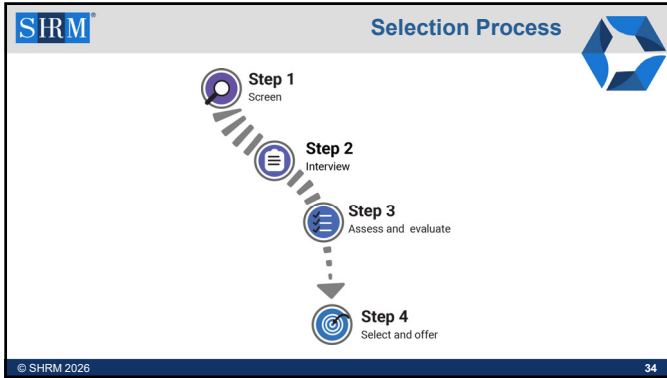
SIRM Workforce Analytics

Helps organization draw conclusions from HR data quickly and efficiently

Improves vital decisions about talent and helps address workforce challenges

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Step 1: Screen

Selection screening involves analyzing the candidates' application forms, curricula vitae, and résumés to locate the most-qualified candidates for an open job.

- Identifies applicants who fit minimum selection criteria
- Provides a source of questions for subsequent interviews
- Provides information for reference checks
- Helps to ensure that managers or other internal stakeholders spend time interviewing only qualified candidates

The slide includes the SIRM logo, a blue geometric logo, and a footer with '© SHRM 2026' and the number '35'.

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Applicant Tracking Software (ATS)

Provides an automated way for organizations to manage the entire recruiting process, from receiving applications to hiring employees

- Greatly reduces the time spent reviewing documents.
- Tracks where candidates found a job posting.
- Helps build a database for use with future vacancies.
- May be mandatory for regulatory compliance.
- Note that qualified candidates may accidentally be screened out, hindering hiring and I&D efforts.

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SIRM **Curricula Vitae (CVs) and Résumés**

- Both provide an overview of a person's experience and other qualifications.
- Are country- and culture-specific.

CV Fairly detailed overview of a candidate's accomplishments, especially those relevant in academia or research

Résumé Typically a more concise and general introduction to a candidate's experiences and skills; modified for each position a candidate applies for

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SIRM **Résumés**

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SIRM **Step 2: Interview**

Selection interviews are designed to probe areas of interest to the interviewer in order to determine how well the candidate meets the needs of the organization.

- Ask the candidate a series of questions
- Qualify candidates more than any other procedure in the selection process
- Require that interviewers are properly trained

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SIRM Interviews

Prescreening

- Usually 20 minutes or less
- Usually conducted by HR
- Useful for high volume of applicants

In-depth

- Usually one hour or more
- Usually conducted by line management
- May include interviews conducted by potential colleagues

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SIRM Interviews

Structured	Every candidate is asked same questions.	<ul style="list-style-type: none"> Repetitive interview
Unstructured	Process is more conversational, building on candidate's responses.	<ul style="list-style-type: none"> Non-directive interview
Behavioral	Focus is on how candidate handled past situations and on pointed questions about minimum qualifications.	<ul style="list-style-type: none"> "Give me an example..." "Describe a situation..." "Tell me how you handled..."

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SIRM Interviews

Competency-based	Candidates are asked to illustrate how they demonstrated needed KSAs in past.	<ul style="list-style-type: none"> "How did you manage this situation?" "What did you do when X happened?"
Group	Types: <ul style="list-style-type: none"> Multiple candidates are interviewed at same time. Each candidate is interviewed by multiple people. 	<ul style="list-style-type: none"> Fishbowl interviews Team interviews Panel interviews
Stress	<ul style="list-style-type: none"> Interviewer puts the applicant under some degree of stress. 	<ul style="list-style-type: none"> Interviewer attitude Puzzles Case interviews and simulations

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SIRM Interview Guidelines

Before

- Become familiar with the position's duties and requirements.
- Be prepared to answer general questions about the organization.
- Formulate your questions.
- Organize the questions (for example, in the order to be asked).
- Review the candidate's application, CV, and/or résumé.

During

- Establish rapport.
- Listen carefully.
- Make smooth transitions from one topic to another.
- Observe nonverbal behavior.
- Take notes.
- Conclude the interview.

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SIRM Effective Questioning Techniques

- Turn each desired skill set or job characteristic into a series of open-ended questions.
- Facilitate the candidates' sharing their experience and expertise through their responses.
- Ask questions that lead a candidate to:
 - Describe, in detail, his or her technical expertise.
 - Discuss core competencies.
 - Demonstrate problem-solving behavior, learning and communication style, and other necessary attributes.


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SIRM Interview Question Focus

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SIRM Step 3: Assess and Evaluate 

Goal of assessment is to determine if candidate has potential to be successful in job.

Aim for transparent decisions based on fact.

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SIRM Assessment Methods 

Assessment methods help to identify applicant knowledge and skills that cannot be determined through interviews.

<p>Substantive (Pre-Employment) Assessments</p> <ul style="list-style-type: none"> ▪ Cognitive ability tests ▪ Personality tests ▪ Aptitude tests ▪ Psychomotor tests ▪ Assessment centers 	<p>Discretionary Assessments</p> <ul style="list-style-type: none"> ▪ Methods sometimes used to separate finalists who receive job offers 	<p>Contingent Assessments</p> <ul style="list-style-type: none"> ▪ Drug tests ▪ Medical exams
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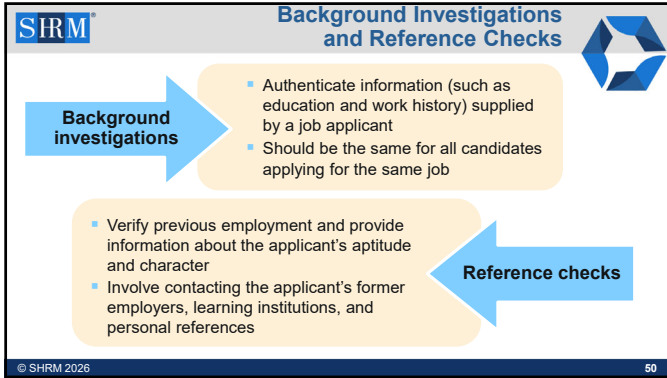
SIRM Selection Equity and Cost-Effectiveness 

<p>Equity</p> <ul style="list-style-type: none"> ▪ Has the organization been successful in identifying and selecting a diverse, multifaceted workforce? ▪ Do job applicants view the process and decisions as fair? 	<ul style="list-style-type: none"> ▪ Do the costs of assessment and the entire selection program correlate with productive and successful hires? <p>Cost-Effectiveness</p>
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SIRM **Background Investigations and Reference Checks**



The diagram features a central blue arrow pointing right labeled "Background investigations" and a central blue arrow pointing left labeled "Reference checks". The "Background investigations" arrow points to a yellow box containing two bullet points: "Authenticate information (such as education and work history) supplied by a job applicant" and "Should be the same for all candidates applying for the same job". The "Reference checks" arrow points to a yellow box containing two bullet points: "Verify previous employment and provide information about the applicant's aptitude and character" and "Involve contacting the applicant's former employers, learning institutions, and personal references". A blue circular logo is in the top right corner. The footer contains "© SHRM 2026" and "50".

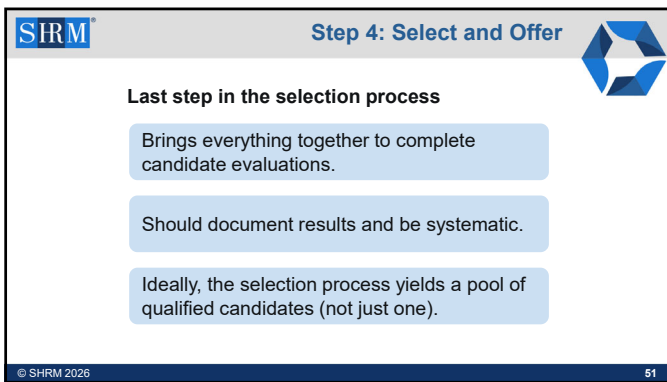
- Authenticate information (such as education and work history) supplied by a job applicant
- Should be the same for all candidates applying for the same job

- Verify previous employment and provide information about the applicant's aptitude and character
- Involve contacting the applicant's former employers, learning institutions, and personal references

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SIRM **Step 4: Select and Offer**



The diagram features a blue circular logo in the top right corner. Below the header, the text "Last step in the selection process" is followed by three light blue boxes containing the following text: "Brings everything together to complete candidate evaluations.", "Should document results and be systematic.", and "Ideally, the selection process yields a pool of qualified candidates (not just one).". The footer contains "© SHRM 2026" and "51".

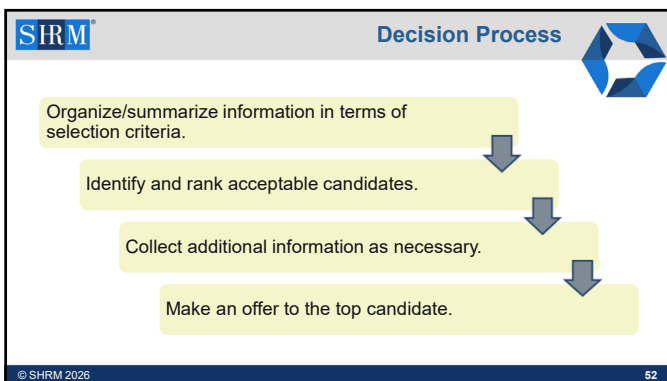
Last step in the selection process

- Brings everything together to complete candidate evaluations.
- Should document results and be systematic.
- Ideally, the selection process yields a pool of qualified candidates (not just one).

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SIRM **Decision Process**



The flowchart consists of four light green boxes connected by downward-pointing arrows. The steps are: "Organize/summarize information in terms of selection criteria.", "Identify and rank acceptable candidates.", "Collect additional information as necessary.", and "Make an offer to the top candidate." A blue circular logo is in the top right corner. The footer contains "© SHRM 2026" and "52".

- Organize/summarize information in terms of selection criteria.
- Identify and rank acceptable candidates.
- Collect additional information as necessary.
- Make an offer to the top candidate.

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SIRM Job Offers

Contingent Job Offer

- Job offer that is contingent on candidate passing certain tests or meeting certain requirements

Employment Offer

- Oral/written communication that formally offers applicant job
- Generally not legally binding

Employment Contract

- Written agreement between organization and employee that explains employment relationship
- Confers legal obligations

Nonselected candidates for an open position should be notified promptly.

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SIRM Positive Candidate Experience

- Streamlined application process
- Limited rounds of interviews
- Fair consideration of time
- Frequent communication

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SIRM Engagement in Talent Acquisition

Make the job hunt simple, seamless, and informative.

Create accurate first impressions.

Make the first day count.


Give employees a structured onboarding experience.

Provide a "buddy."

Show employees a path to success.

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SIRM Orientation and Onboarding 

Orientation

- Helps employees (new or rehired) become familiar with organization, department, coworkers, and job.
- Generally lasts one to two days.
- Helps employee develop realistic image of organization and/or job.

- Encompasses orientation as well as first months of employee's tenure.
- Helps employees develop positive working relationships with their supervisor, coworkers, and others.
- May be informal or formal.

Onboarding

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