

# [HR PLANNING, TALENT ACQUISITION, RETENTION AND REWARD]



**Lecture Title: Talent Acquisition - An Intro**



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**Date: 8 May 2025** 9.00 – 13.00hrs

**Masters in  
Human Resources Management**

# Learning Objectives

- Highlight the importance of tailored human resource strategies for diverse workforce segments.
- Understand critical strategies and processes to attract the right human resources for different segments of the workforce using different approaches.
- Appreciate the important role of Employer Branding in talent attraction.
- Develop a strong employer brand that appeals to different segments through inclusivity and diversity.



# Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.
- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.



# Overview:

- Attracting the right talent is crucial for organizational success.
- Different workforce segments require tailored strategies to engage effectively.



# What is a Talent Acquisition Strategy?

*“Talent acquisition strategy is a systematic approach used by organizations to identify, attract, hire, develop, and retain top talent to meet their business needs effectively.*

*It goes beyond traditional recruitment by focusing on long-term workforce planning and aligning talent acquisition efforts with the organization's goals and culture.”*

[www.acedemia.com](http://www.acedemia.com)



# Key Elements of a Talent Acquisition Strategy

- Workforce planning.
- Sourcing and attraction strategies.
- Selection and onboarding processes.
- Employer branding.



# Workforce Planning

- Identifying current and future talent needs.
- Strategic workforce planning and forecasting.



# Key Processes in Talent Acquisition

- Research and Planning:
  - Identifying needs for each workforce segment.
  - Competitor analysis and workforce analytics.
- Sourcing and Recruiting:
  - Multi-channel recruitment (online platforms, referrals, direct outreach).
  - Creating customized job postings to resonate with target talent.
- Screening and Selection:
  - Tailored assessment methods for different roles.
  - Using AI tools to shortlist candidates efficiently.





# Understanding Workforce Segments



# What are workforce segments?

- Examples include: entry-level employees, specialized professionals, remote workers, etc



# Segmentation-Based Strategies:

Entry-level: Campus recruitment, internships, social media outreach.

Specialized professionals: Industry-focused job fairs, partnerships with trade organizations.

Remote workers: Flexible work policies, global hiring platforms.



# Traditional Workforce:

- Full-time, permanent employees.
- Require stability and career growth.



# Gig Workers:

- Short-term, contract-based.
- Flexibility and quick engagement are key.



# Remote/Hybrid Workers:

- Employees working outside the office.
- Require autonomy, communication, and collaboration tools.



# Millennials/Gen Z:

- Digital natives, focused on purpose, growth, and work-life balance.



# Baby Boomers/Experienced Professionals:

- Looking for flexibility, mentorship opportunities, and meaningful work.





# Key Strategies for Attracting Talent



# Employer Branding:

- Communicating company values, mission, and culture to attract like-minded candidates.
- Develop a strong employer brand that appeals to different segments.
- Diversity & Inclusion Initiatives: Ensuring representation across demographics and fostering inclusivity to appeal to varied talent pools
- Showcase company culture, values, and vision through social media, job boards, and websites.



# Targeted Job Descriptions:

- Customize job descriptions for specific audiences (e.g., tech-savvy language for Millennials, stability-focused for Baby Boomers).



# Diversity and Inclusion:

- Ensure recruitment practices promote diversity in skills, backgrounds, and experiences.
- Ensuring representation across demographics and fostering inclusivity to appeal to varied talent pools.



# Flexible Work Options:

- Highlight remote, hybrid, or flexible working opportunities to appeal to today's workforce preferences.



# Segment-Specific Approaches to Attract Talent



# Groups Exercise

What strategies can you adopt to attract:

1. Traditional Workforce
2. Gig Workers
3. Remote/Hybrid Workers

formative assessment tool



# Traditional Workforce

- **Approach:**
  - Leverage job boards, networking, and recruitment agencies.
  - Focus on career development, job stability, and benefits.
- **Strategies:**
  - Promote work-life balance, clear career progression, and strong organizational culture.





# Gig Workers

- **Approach:**

- Use platforms like Upwork, Freelancer, and TaskRabbit to find talent.
- Emphasize flexibility, autonomy, and a project-based work environment.

- **Strategies:**

- Provide clear job scope, fair compensation, and opportunities for skill development.



# Remote/Hybrid Workers

- **Approach:**

- Use virtual job fairs, LinkedIn, and other online tools to find talent.
- Offer a supportive remote environment with access to technology and communication tools.

- **Strategies:**

- Emphasize work flexibility, work-life balance, and opportunities for collaboration.



# Recruitment Marketing

- **Approach:**
  - Market the job opportunity to potential candidates as a “customer” to build interest and excitement.
- **Channels:**
  - Social media, career websites, job boards, and professional networks.
- **Content Strategy:**
  - Use storytelling to highlight employee success stories, company culture, and the benefits of the role.



# Offering Competitive Compensation & Benefits

- **Understanding Compensation Trends:**
  - Ensure your compensation package is competitive for each workforce segment.
- **Tailored Benefits:**
  - Traditional employees may prefer retirement plans and health insurance.
  - Gig workers may prefer higher hourly rates and flexible benefits.
  - Remote workers may value wellness programs or home-office stipends.



# Leveraging Technology in Recruitment

- **AI and Automation:**

- Use AI to scan resumes, evaluate candidates, and automate administrative tasks, saving time and increasing efficiency.

- **Social Media Recruiting:**

- Engage with potential candidates on platforms like LinkedIn, Twitter, and Instagram.
- Tailor the messaging to fit the platform and audience.

- **Applicant Tracking Systems (ATS):**

- Implement ATS to streamline candidate management and ensure a smooth hiring process.



# Aligning Recruitment and Selection with Business Goals

- How recruitment and selection contribute to achieving business objectives.
- Aligning talent acquisition with the company's vision and mission.



# Building a Positive Candidate Experience

- **Transparent Communication:**
  - Keep candidates informed throughout the hiring process with clear expectations.
- **Feedback Loops:**
  - Collect feedback from candidates about their experience to improve future recruitment processes.
- **Timeliness:**
  - Respond promptly to applicants to ensure a smooth experience and build goodwill.



# Interview and Selection Processes

- **Tailored Interviews:**
  - Customize interview questions to assess the qualities relevant to each workforce segment (e.g., problem-solving for traditional workers, flexibility for gig workers).
- **Skills Assessments:**
  - Use practical tests and case studies to evaluate real-world skills.
- **Cultural Fit:**
  - Ensure candidates align with company values and culture to ensure long-term success.





# Onboarding and Integration

- **Customized Onboarding Programs:**
  - Develop tailored onboarding for different segments (remote workers, part-time employees, full-time staff).
- **Mentorship Programs:**
  - Connect new employees with mentors, especially for traditional and hybrid workers.
- **Continuous Engagement:**
  - Engage new hires with regular check-ins, team activities, and feedback loops.



# Leah Georges Navigating the Multigenerational Workplace | | TEDxCreightonU

- <https://www.youtube.com/watch?v=kzfAOc4L6vQ&t=13s>





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# Employer Branding



## What is Employer Branding?

- The reputation of your company as an employer, as opposed to its more general corporate brand.
- Involves how your company is perceived by potential and current employees, as well as the public.

## Why is it Important?

- Helps attract top talent.
- Enhances employee retention and engagement.
- Improves organizational performance by hiring the best fit for the company culture.



## Definitions of Branding and Employer Branding

- To investigate the phenomena of EB and in what way and why it is used in HRM, it needs to be defined.
- EB has its foundation in branding hence why an initial definition of a brand is also necessary.
- Kotler (2014) defines a brand as *“a name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods and services of one seller or group of seller and to differentiate them from those of competitors.”*



- The definition has primarily been used to describe product brands and the consumer's relationship to the focal product brand.
- But according to recent literature a brand has great impact on the company as an employer and how external stakeholders identify the organization, the corporate brand and the firm as a future workplace.
- There is a clear emotional relationship between the employer and the employees based on brand image.



According to Sullivan (2014:1) employer branding is as

*“a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm”.*

Martin et al. (2010:36) further developed the concept and define it as

*“a generalized recognition for being known among key stakeholders for providing a high-quality employment experience, and a distinctive organizational identity which employees value, engage with and feel confident and happy to promote to others”.*



- Common features of the definitions are the unique identity and values of the firm that are utilized to communicate how the firm differentiates as an employer.
- Based on the research presented EB is here defined as
- *“a strategy of internal and external communication of the unique attributes that establishes the identity of the firm as an employer and what differentiates it from others, with the aim of attracting and retaining potential and current employees”.*



# Positioning in the Area of Human Resources

- In the internal perspective the employer brand is directed at current employees, while the external focus is on other stakeholders, and primarily potential employees.
- The retention of current employees as well as the attraction and recruitment of new employees are core processes related to the HR department.



- The business environment that organizations act in is dynamic and continuously changing,

...which is why the acquisition of competent employees with technical skills is vital, and since the competition among organizations for qualified human resources is intense, companies need to distinguish themselves from others.



## Duads Discussion

- What are the benefits of strong Employer Branding?

formative assessment tool



# Benefits of Strong Employer Branding

- Attracts High-Quality Candidates
  - Strong employer branding is key to standing out in competitive talent markets.
  - Candidates prefer working for companies that are known for treating employees well and offering career development opportunities.
- Improves Employee Retention
  - A company with a strong employer brand fosters loyalty and commitment among employees.



- Reduces Recruitment Costs
  - With an attractive employer brand, the company can rely on referrals and direct applications, reducing reliance on costly recruitment agencies.
- Enhances Company Culture
  - An authentic employer brand communicates the values and vision of the company, ensuring a cultural fit with new hires.

# Reflective Exercise –

individually and share with class.

- What is the vision of the company where you work or wish to work for?
- What are the values that are key to the company culture?

# Values

- How much are the values put in practice?
- Walk the Talk!





# Key Components of Employer Branding

## Company Culture

- Your organization's work environment, values, and internal practices.
- Example: Open communication, collaboration, inclusivity, work-life balance.

## Employee Value Proposition (EVP)

- The unique set of benefits, culture, and opportunities you offer your employees in return for their skills, experience, and contributions.
- Example: Competitive salary, career development programs, work flexibility.



## Workplace Reputation

- How employees and the public perceive your company's treatment of its workforce.
- Example: Reviews, awards, or recognition for being a top employer.

## Leadership and Management

- Strong, inspirational leadership can play a significant role in your employer brand.
- Example: Transparent leadership, mentorship programs, and leadership development.



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# How to Build a Strong Employer Brand

## Define Your EVP (Employee Value Proposition)

- Understand what your company offers to its employees and why it's a great place to work.
- Align this with your company values, mission, and culture.

## Leverage Social Media and Online Platforms

- Showcase your company's culture, events, and employee stories.
- Use LinkedIn, Instagram, and other social platforms to engage with potential candidates.
- Working at Adidas; Apple
- <https://www.youtube.com/watch?v=RNEzrtNk4QE&list=PLIFcgT2WY8d1Sb9YAwY4mXFScGPjxCm0U>



## Create an Engaging Career Page

- Ensure your career page is user-friendly, clear, and offers a glimpse into the company culture.
- Include employee testimonials, videos, and highlights of what makes your workplace unique.

## Employee Advocacy Programs

- Encourage your employees to be ambassadors of your brand.
- Employee referrals often yield high-quality candidates and build credibility.

## Showcase Diversity and Inclusion

- Emphasize your commitment to diversity, equity, and inclusion.
- Share stories and experiences from a diverse range of employees to appeal to broader talent pools.



# Attracting Job Applicants with Your Brand

- Personalize Your Recruitment Process
  - Provide a unique experience for each applicant, ensuring they feel valued throughout the hiring process.
- Communicate the Benefits of Working for Your Company
  - Highlight flexible working arrangements, employee wellness programs, learning and development opportunities, and career progression.
- Use Employer Branding Metrics
  - Track key metrics like candidate experience, applicant quality, and social media engagement to measure the effectiveness of your employer brand.
- Offer a Positive Candidate Experience
  - Ensure the recruitment process is transparent, communicative, and respectful.
  - Quick response times, timely feedback, and personalized interviews go a long way.



# Overcoming Employer Branding Challenges

- Lack of Awareness
  - Address this by investing in marketing campaigns, employee testimonials, and utilizing external review platforms.
- Inconsistent Messaging
  - Ensure your company's message aligns across all recruitment channels, including job postings, social media, and interviews.
- Negative Reviews or Perceptions
  - Proactively manage negative feedback by addressing concerns and showcasing how you've improved.



# Leveraging Technology in Employer Branding

- AI-Powered Tools for Screening and Engagement
  - Chatbots for answering candidate queries, AI to analyze resumes, and tools to personalize recruitment efforts.
- Video Interviews and Virtual Events
  - Create virtual job fairs, webinars, and video interviews to reach a broader audience and showcase your employer brand.





# Characteristics of Successful Employer Brands

- EB can be used by HR as an instrument in the recruitment process to attract and recruit suitable people to the organization.
- However, for the employer brand to be a competitive advantage, it needs to fulfil some criteria.
- Morocko and Uncles (2018) claim there are similarities between EB and other types of branding, such as product branding and corporate branding and they characterize successful brands by attractiveness and accuracy, which they claim is also applicable on successful employer brands.
- This implicate that a strong employer brand is characterized by being known and noticeable, relevant and resonant, and differentiated from its competitors.



## Concept Application Exercise

# Examples of Successful Employer Branding (EB)

Identify a company and explain why it is successful in EB.

formative assessment tool



# Examples of Successful Employer Branding

- Google
  - Known for a strong company culture, excellent benefits, and career growth opportunities.
  - Their employer brand is synonymous with innovation and inclusivity.
- Salesforce
  - Emphasizes work-life balance, equality, and giving back to the community through philanthropy.
- Microsoft
  - Focuses on diversity and inclusion and provides numerous opportunities for career development and growth.



# Functional and Symbolic Benefits

- There are categories of attributes that affect the attractiveness of the firm.
- Employment is one category that strongly affects the perceived attractiveness by current employees, which includes work environment, relations, management style, rewards, type of work and attributes of workforce.



- Backhaus and Tikoo (2014) divide the employer brand image into functional and symbolic benefits.
- Functional benefits describe components that are objectively desirable, such as the salary and economical benefits whereas the symbolic benefits are related to the subjective perceptions of the company and are identified as associations, ideas and feelings.
- To communicate these benefits, emphasizing on the symbolic ones, EB can be used as an instrument to communicate benefits of a brand to potential employees (Backhaus & Tikoo 2014).



- By conveying the specific attributes connected to the brand, for example innovativeness and flexibility, organizations can develop a favourable and strong employment brand that will attract individuals suitable for them.
- The expression of the symbolic benefits is crucial in industries where the functional differences between organizations are insignificant.
- EB can then be used to differentiate the company, as an employer, from others. In the context of recruitment the potential employees will find the organization more appealing if it possesses the attributes that the applicant finds important.



# Realistic Promises

- Backhaus and Tikoo (2014) further suggest that the values presented by the organization need to be adequate and honest.
- The information provided both potential and existing employees has to be realistic and realized.
- If the message delivered through the employer brand is exclusively positive and the promises made can not be realized, there is a risk employees will be dissatisfied, which will increase the employee turnover, and thus the employer brand will be negatively affected.
- 



- It is also consistent with Mosley (2017) who argues that the properties and values of the employer brand need to be implemented into the leadership and management processes in order to be sustainable and accurately functioning.
- Hence employer brand management functions as a means of translating and communicating the values into the everyday work of the employees.





- The fact that the employees create their perception of the employer brand during the recruitment process, based on explicit information from the firm,
- But also on informal information, which is why the recruitment process is vital in the communication and implementation of the EB strategy.



# Case Study:

## How Genpact Got More Out of Its Recruitment Marketing

- Genpact has always prided itself on innovation.
- When the company spun off from General Electric in 2005, they were determined to spread the gospel of lean management across the globe, providing data-driven professional services help to a diverse array of businesses spread across the globe.
- Since then, they've only gotten more cutting-edge, incorporating AI and advanced analytics into their offerings as they've helped businesses to completely reimagine their established processes.



As result of the success of this innovative spirit, between 2006 and 2017 Genpact quadrupled in size, adding 60,000 new employees to their existing 20,000. Needless to say, they were doing their very best to ensure that that level of positive growth continued.

## The Challenge

- Not only was Genpact experiencing rapid growth in terms of size, they were also spreading across the globe. They soon had offices in more than 20 countries on multiple continents, variously staffed by a talented group of bi- and tri-lingual employees.
- The combination of globe-spanning offices and very stringent requirements for new hires meant that recruiting new employees was never going to be easy.



- As a company steeped in bold and innovative ways of thinking, they understood fairly quickly that the traditional approach to recruitment marketing (based around job boards and online recruiting platforms) wasn't going to meet their needs efficiently.
- They knew that they needed an outside-the-box approach, but they also knew that such an approach could easily require more time and resources than they were willing to devote to it.
- Genpact needed to meet a set of fairly stringent hiring needs across the world, but they needed to do so efficiently.
- They could see the value of utilizing a wealth of channels to grow their employer brand and used an Integrated Approach through SmartDreamers' technology, Genpact was able to efficiently manage campaigns across 14 different channels, including Facebook, Google AdWords, YouTube, and Instagram.



- Conclusion
- Key Takeaways:
  - Employer branding is a vital strategy to attract, engage, and retain top talent.
  - Building a strong employer brand involves creating a positive work environment, showcasing your EVP, and engaging with candidates effectively.
  - A consistent, authentic, and transparent approach is key to enhancing your company's reputation as an employer of choice.
- Next Steps:
  - Evaluate your current employer branding efforts.
  - Start implementing strategies to improve your employer brand and begin attracting top talent!

## 9 Employer Branding Survey Questions You Need to Ask

Looking to improve employer branding?

Here are 9 science-backed question to improve your employer brand.

- <https://sparkbay.com/en/culture-blog/employer-branding-survey-questionnaire-50>



# Employer Branding HR Movie

- <https://www.youtube.com/watch?v=icF7Q35zITo>



# Best Practices for Designing a Talent Acquisition Strategy

- Real-world examples of successful talent acquisition strategies.





# Global Talent Acquisition

- The complexities of recruiting and selecting talent across different countries and cultures.
- International recruitment challenges.



# Evaluating Success and Making Adjustments

- **Metrics for Success:**
  - Track key performance indicators (KPIs) such as time-to-hire, quality of hire, and retention rates.
- **Continuous Improvement:**
  - Regularly review and refine recruitment strategies to adapt to changing workforce trends.



# Conclusion

- **Recap:**
  - Attracting the right human resources requires understanding different workforce segments and tailoring strategies to meet their unique needs.
- **Call to Action:**
  - Implement these strategies to ensure a diverse, engaged, and talented workforce ready to support organizational goals.





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