

BUILDING A STRONG TALENT ACQUISITION STRATEGY IN ALASKA

MARY M. RYDESKY SEPTEMBER 2018

SHRM

OBJECTIVES

- 1. Define talent acquisition management & its metrics for organization leaders
- 2. Understand how to build & execute an employer brand strategy
- 3. Create an improved candidate experience

BUILDING A STRONG TALENT ACQUISITION STRATEGY IN ALASKA

Recruiting & hiring are changing

ALASKA'S JOBS & WORKFORCE REQUIRE ALIGNMENT

"need to increase the percentage of working-age Alaskans who hold postsecondary credentials - from apprenticeship or certificate completion to advanced degrees - to 65% by the year 2025"

- Alaska Can

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WORKFORCE: A DESIRE FOR REASSURANCE

- 43% of millennials envision leaving their jobs within two years
- 61% of Gen Z say the same thing
- increased confidence in the currently strong job market
- their company's priorities don't align with their own -Deloitte, 2018

recruiting technology leaders have shifted the way modern companies hire

J T O'Donnell, 2018

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Does the technology add to your recruiting process?



EFFICIENCY THROUGH TECHNOLOGY

"Many job seekers have long suspected their online employment applications disappear into a black hole, never to be seen again. Their fears may not be far off the mark, as more companies rely on technology to winnow out less-qualified candidates."

- Wall Street Journal, 2012

WHAT IS STRATEGIC TALENT ACQUISITION MANAGEMENT? (IS THIS JUST ANOTHER WAY OF SAYING *RECRUITMENT?*)

STRATEGIC TALENT ACQUISITION MANAGEMENT...

- Niche markets: specific skills needed
- Competitive industries: skills & dollars 'talk'
- Fast-growth companies: need strategy to reduce time-to-fill
- Executive leadership roles: succession planning
- Alaska: limited workforce, required growth

STRATEGIC TALENT ACQUISITION MANAGEMENT...

- Create a talent pool (Alaska Can!)
- Project company needs 5 7 years out
- Keep & study the right metrics
- Balance mission and metrics
- Promote brand
- Hire differently

CREATE A TALENT POOL

- Job shadowing through school partnerships
- Apprenticeships
- Career ladders

PROJECT COMPANY NEEDS 5 - 7 YEARS OUT

- Are you at the C-suite table?
- Connect strategic plans to the HR plan
- Gain support for long-term
- (rather than on-demand hiring)



When companies select the top 20% of candidates based on a scientific assessment, they realize 41% less absenteeism, 70% fewer safety incidents, 59% less turnover, 10% higher customer metrics, 17% higher productivity & 21% higher profitability

Gallup, 2016

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Hickman, A., & Campbell, K. (2016). Manager Bias in Hiring: The Fix. *Gallup Business Journal*, 1-1.

Time to Hire

- Retention of Talent
- Time to Promotion

WHAT ABOUT THE COMPANY EXPERIENCE?

SHOW BALANCE OF MISSION (AND VALUES) WITH METRICS

- The best talent has multiple opportunities (do not delay!)
- Offer a career growth opportunity (not just KSA lists)
- KPO-based interviewing finds 'fit' with mission
- Hire for potential over skills
- Convert applicants into acquittances before making offers

--Lou Adler, 2018 Sep

MISSION & MARGIN Balance of purpose (heart) and metrics (measures of profitability)



VALUE CONGRUENCE

Alignment between the value hierarchy of individuals & the organization Stronger culture CSR commitment

Better leadership decisions (values driven) Better talent acquisition, lower attrition Greater job satisfaction (P-E Fit)

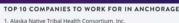


PROMOTE BRAND

- How is your organization 'known'?
- How does your organization want to be known?

BRAND IS SELLABLE

- "Best Workplace In ... "
- Safe place to work
- Just & fair
- Supports community
- Leaders are trusted







9. Calista 10. Copper River Seafoods

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IS YOUR COMPANY SHOWING UP?



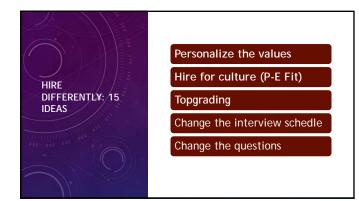
MEDIA CHECK

- Glassdoor.com
- Zippia.com LinkedIn.com
- Niche.com
- Alaska Business Monthly
- Anchorage Press









THE INTERVIEW SCHEDULE Relationship building Personal interview

Video interview Group interview Interview BY candidate

THE INTERVIEW QUESTIONS Value Congruence

- · Coach the first question
- Ending question
- Personal interview
- Interview BY candidate

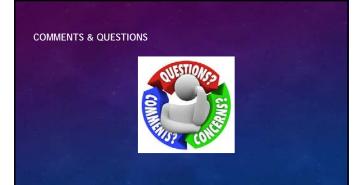
METRICS... BUT WHAT IS THE

Pre-candidate Experience Application Completion CANDIDATE EXPERIENCE? Candidate Readiness

 Recruiter Response Times Offer Acceptance Rates

WHAT WILL YOU DO NOW FOR

- 1. Talent acquisition management & metrics
- 2. Brand strategy development & use
- 3. Improved candidate experience



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As a professional manager of training & an educator, Mary Rydesky combines practical experience with MBA theory. Her background in HR, IT services, & administration of learning management has centered on one theme: HR functions & especially training must have a measurable impact on behavior to be worth the time & cost.

She serves on the board of the AK Statewide Trainers & Developers & is a member of the Association for Training & Development & National Career Development Association. She heads Transition Management. She holds a BA in Communications, Arts, & Education, a Masters in Library & Information Science, & an MBA. She is researching trust in the workplace for her doctoral research in HR Management.