



# BUILDING A STRONG TALENT ACQUISITION STRATEGY IN ALASKA

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SEPTEMBER 2018

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## 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

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## BUILDING A STRONG TALENT ACQUISITION STRATEGY IN ALASKA

Recruiting & hiring are changing

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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

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" recruiting technology leaders have shifted the way modern companies hire "

J T O'Donnell, 2018

Does the technology add to your recruiting process?

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90% of job-seekers use mobile devices to search for a job

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Charney, 2016

Charney, D. (2016). 7 hiring strategies to overcome the talent crunch. *Material Handling & Logistics*, 71(4), 29-31. Retrieved from <http://www.walshcnl.library.org/login?url=https://search.proquest.com/login.aspx?direct=true&db=llh&AN=11479897&qlen=54&acc=54&scope=site>

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#### 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

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#### WHAT IS STRATEGIC TALENT ACQUISITION MANAGEMENT?

(IS THIS JUST ANOTHER WAY OF SAYING *RECRUITMENT*?)

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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

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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

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CREATE A TALENT POOL

- Job shadowing through school partnerships
- Apprenticeships
- Career ladders

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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)

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THE RIGHT METRICS

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“ 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

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

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WHAT ABOUT THE COMPANY EXPERIENCE?

- Time to Hire
- Retention of Talent
- Time to Promotion

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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 4

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

An illustration of a person in a dark suit and hat walking across a tightrope. They are holding a long horizontal pole across which two items are suspended: a large, anatomical human heart on the left and a human brain on the right. The background is a soft, ethereal glow with some faint star-like specks.

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### 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)




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### PROMOTE BRAND

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

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### BRAND IS SELLABLE

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

#### TOP 10 COMPANIES TO WORK FOR IN ANCHORAGE

1. Alaska Native Tribal Health Consortium, Inc.
2. GCI
3. Alaska Communications
4. Chugach Alaska
5. NANA Dev
6. Dimond Center
7. ASRC Energy Services
8. Northrim Bank
9. Calista
10. Copper River Seafoods




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### IS YOUR COMPANY SHOWING UP?




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### MEDIA CHECK

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

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**HIRE DIFFERENTLY: 15 IDEAS**

- Personalize the values
- Hire for culture (P-E Fit)
- Topgrading
- Change the interview schedule
- Change the questions

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**THE INTERVIEW SCHEDULE**  
Relationship building

- Video interview
- Group interview
- Personal interview
- Interview BY candidate

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**THE INTERVIEW QUESTIONS**  
Value Congruence

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

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METRICS...  
BUT WHAT IS THE  
CANDIDATE EXPERIENCE?

- Pre-candidate Experience
- Application Completion
- Candidate Readiness
- Recruiter Response Times
- Offer Acceptance Rates

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WHAT WILL YOU DO NOW FOR

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

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COMMENTS & QUESTIONS



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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. [mrydesky@transitionmanagement.us](mailto:mrydesky@transitionmanagement.us)*

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