HR Presentation on Talent Management in a Changing Organization: Part 1

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Job Analyses and Job Descriptions

Thoreau Enterprises has a substantial problem: Many employees are unsure if they will be laid off because their job may now be considered redundant, HR also needs to fill positions but doesn't have job descriptions to go on, and the numerous mergers have left employees unsure where they will fit in a new corporate culture and hierarchy. HR now needs to complete a Job Analysis to understand all of the jobs in the organization and begins creating a list of all of the jobs which require workers in the organization and the conditions for each job. A great way to begin is to diagram the workflow of the organization, determine all of the tasks which need to be completed, and then to determine the number of employees needed to complete the tasks. The completed job analysis will include a listing of all duties in the organization, a list of specific jobs and their responsibilities, skill and knowledge required, and the conditions the worker will be required to operate under (Lussier & Hendon, 2017). Information can be acquired through questionnaires, employee interviews, employee logs, or observation.

After the job analysis has been completed, Thoreau Enterprises will have an idea of the company's workflow and a listing of all of the duties in the organization, together with a list of skills required for workers to complete each job effectively. Now, job descriptions can be written. This is essential for HR to know and is used in advertising the position. A quality job description will identify the major responsibilities, tasks, and duties of the position (Lussier & Hendon, 2017). Lastly, the job descriptions will need to include a list of the requisite skills and qualifications needed to perform the job satisfactorily.

Gap and Needs Analyses in the Hiring Process

After job analysis has been completed and job descriptions have been written for each position, Thoreau Enterprises will need to conduct a Gap Analysis; a current snapshot of the organization. Gap assesses the differences between where management would like to see the company (or specific employee positions) and where they actually are. It is a yardstick with which to measure where improvement is needed. The objective is to use the analysis to build an action plan and determine how to close this gap and achieve the company goals (Serino, 2020). First, HR will need to identify the current state of the firm, then decide upon the firm's potential and where it would like to be. Lastly, HR will label and assess the discrepancy and be specific about why there is a gap and what could be done to close the gaps.

Needs Analysis is a key component which really must be concluded before beginning the hiring process because the recruitment needs analysis identifies the problems which the company hopes will be solved by the new hire. The needs analysis has essentially three components. The first part of the needs analysis is determining the organization's staffing requirements and understanding the rate at which new staff will need to be brought on board to keep up with new and increasing demands on the company. Secondly, the needs analysis will have to take into account the requisite skills and qualifications needed to perform the jobs satisfactorily. Lastly, the needs analysis will address performance profiles for each position, that is, specifically what an ideal candidate in each position needs to accomplish (Human Resources Professional Group, n.d.).

Talent Acquisition Tools, Methods, and Strategies

Thoreau Enterprises has many techniques and strategies which it may have at its disposal when it comes to filling in these gaps, identified in the gap analysis above, with new hires. I suggest Thoreau Enterprises use social media in talent acquisition. The key to utilizing a talent

acquisition tool is in knowing how to use it correctly, and with social media, Thoreau Enterprises will have an opportunity to reach passive candidates. A passive candidate is an individual who is not actively looking for a job but who will be exposed to the advertisement of an open position at the company. In synthesizing Wodarz (2018), I assert that seventy percent of the workforce is considered passive at this time. To capitalize on this talent acquisition strategy of poaching talent, Thoreau Enterprises will need to work on their job analysis and job descriptions and consider hiring a social media expert who consistently uses social media and understands the audience that Thoreau Enterprises wants to reach.

In addition to the above referenced method of reaching prospective employees, a really great talent acquisition strategy is to build the corporate brand with authentic videos (Sullivan, 2017). I was looking for a photographer recently and was incredibly drawn by the sincerity and candor that the photographer exhibited in his personal video, which was barely five minutes long. But that is all it took to captivate my attention and convince me that he was the one and only choice. Here I am, two months later, and still talking about that personal, moving, video that I saw.

Talent Development Tools, Methods, and Strategies

If Thoreau Enterprises is truly interested in investing in their employees and developing their talent, then they need look no further than implementing a mentorship program (Spofford, 2017). Creating a formalized mentorship program whereby senior leadership and experts of particular fields cross-train and mentor those aspiring to greater success is the key. The talent development method caries many benefits: First, senior leadership is able to instill valuable tips to success in specific company practices and share the reasons for time-tested methods. Second, in the absence of key employees, a solid cross-training and mentorship program makes it

possible for the company to continue on in the absence of the one. Third, a mentorship program breeds a strong and positive corporate culture and leads to happier employees who feel more valued.

Diversity is not about meeting some kind of minimum employment of minorities, but in fact is a great talent development strategy (Spofford, 2017). Diversity results in an increased talent pool by recruiting employees with a variety of skills and experiences from varied backgrounds. Employees from diverse backgrounds have different life experiences and produce a unique subset of ideas during brainstorming. Diversity in employment gives way to greater challenge in the workplace as employees strengthen each other through cross-training and shared experiences. Lastly, a diverse workplace has been linked to a high employee retention rate since employees typically feel more respected and satisfied in the workplace.

Retention Tools, Methods, and Strategies

Employee retention is extremely important because of the great costs of employee turnover involved in retraining new hires. A strong retention method which can be easily implemented in the workforce is a better employee benefit package. Specifically employers can offer 401(k) and retirement plans with deductions taken from employee gross pay. Additionally, employers can sweeten the offerings by matching a percentage of retirement contributions up to a predefined amount. There are other benefits employers can offer that also contribute to employee retention, such as offering health insurance or reimbursement to employees for further education and training (Basso & Pittman, 2017). These perquisites give employees a sense that the company cares about them and will improve morale resulting in employees being more dedicated and caring more about the quality of their work (HR360Inc, 2015).

A key strategy for employee retention involves always making your employees feel valued. Employee value comes from knowing that they are an integral part of something greater than themselves. Value can be communicated in a number of ways. Principally, value can be communicated through employers thanking employees for a job well done, tell them what it is they appreciate most about them, and through encouraging words, in general. When employers make their employees feel valued, they bolster the relational bonds and increase morale and improve the quality and output of work produced by employees.

Employers who support work-life balance in employees sow seeds toward employee retention and significantly reduce turnover. It is no secret that everyone needs an appropriate balance between their work and personal life. Employers can demonstrate this through placing less demands on employees' time above and beyond what is standard. Flexible scheduling is one such way employers can permit employees appropriate balance through time self-management. Increased annual vacation and paid-sick days also help show the employee that the employer cares about their health (Basso & Pittman, 2017). Good work-life balance promotes good mental health which promotes sound decision making when on the job.

Employee Turnover Costs

When making decisions related to retention, employers would be wise to consider the hard costs of employee turnover. Employers will incur costs as they pay employees to administratively process the final paycheck, the exit interview, and all other administrative costs of departure. Another hard cost of employee turnover comes in the form of upfront costs to advertise the open position and recruit replacement employees. Interviewing potential new hires includes the payroll costs of all staff involved in this process. Once a candidate is selected and hired, additional costs are incurred in the form of orientating and training newly hired

employees. It is almost always more efficient to pursue motivating and retaining employees (HR360Inc, 2015).

Once an employee quits, or is fired, or either party has been notified of the other's intent to cease the employment relationship, several negative things go into effect which creates immediate cost for the employer. If a period of time was requested before the employee vacates the position, then there is lower productivity in the departing employee and lower productivity in his or her supervisor and lower productivity in other employees who begin covering portions of the workload which is or will soon be abandoned. Additionally, there will be time expended interviewing and training the replacement. The team will suffer productivity collectively as the cohesive bonds which once existed and morale of the team now are tainted. For these reasons Thoreau Enterprises should seek to motivate and retain its existing employees where possible (HR360Inc, 2015).

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