



# Associate, Talent Attraction


Job Family:  
Talent Attraction


Impact level:  
High




- The role will create consistent messages on **Talent Value Proposition (TVP)** for social media platforms.
  - **Analyse data from talent market and industry research** as well as **future business needs** to derive insights on talent pools.
  - Support **execution** of **proactive talent attraction** initiatives.
  - Address **complex queries** from new hires throughout **preboarding and onboarding process**.
-  Social Media

 Data Analytics

 Mobile Applications

 Social Robotics

 Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Promote Talent Value Proposition		
<ul style="list-style-type: none"><li>▪ Execute outreach initiatives for different target talent pools</li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> Share insights on effectiveness of outreach channels by analysing <b>employer brand visibility</b></li><li>▪ <b>Proactively engage talent</b> through relevant activities and initiatives and promote employer brand</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Outreach channels with data analytics will provide information on activity rates</i></li><li>▪ <i>Technologies such as social media will be used to proactively build and promote a positive employer brand</i></li></ul>
<ul style="list-style-type: none"><li>▪ Support the development of hiring collaterals based on the organisation's Employee Value Proposition</li></ul>	<ul style="list-style-type: none"><li>▪ Support the development of content for the <b>broader talent ecosystem</b> ensuring consistent messaging throughout recruitment process to promote the <b>Talent Value Proposition</b></li></ul>	<ul style="list-style-type: none"><li>▪ <i>Mobile applications, social media and communication platforms technology will enable real-time and consistent communication of TVP</i></li></ul>
Analyse Talent Sources and Channels		
<ul style="list-style-type: none"><li>▪ Conduct research on sourcing approaches and tools for recruitment purposes</li><li>▪ Measure conversion success rate for the various sourcing channels</li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> Analyse <b>current and future business needs</b> and execute differentiated sourcing approaches using appropriate tools for <b>diverse talent groups</b></li></ul>	<ul style="list-style-type: none"><li>▪ <i>Enterprise level workforce planning tools with analytics capabilities will enable predictive modelling of skills</i></li><li>▪ <i>Talent sourcing metrics will be used to monitor effectiveness of talent sources</i></li></ul>
<ul style="list-style-type: none"><li>▪ Identify potential employees from different talent pools and outreach channels</li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> Build a <b>pipeline</b> of potential candidates by engaging with talent communities and those <b>at high risk of attrition</b></li></ul>	<ul style="list-style-type: none"><li>▪ <i>AI will be used to scour external and internal databases for potential candidates according to pre-defined criteria</i></li><li>▪ <i>Machine learning algorithms will enable continuous monitoring of turnover rates and predictive modelling of attrition</i></li></ul>
<ul style="list-style-type: none"><li>▪ <i>Task does not exist in current role</i></li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> <b>Execute process improvement initiatives</b> for existing talent sourcing process by <b>incorporating insights from data analysis</b></li></ul>	<ul style="list-style-type: none"><li>▪ <i>Data analytics of talent sourcing metrics will be used to monitor effectiveness</i></li></ul>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Deliver Positive and Seamless Candidate Experience		
<ul style="list-style-type: none"><li>Follow SOPs and regulations for the administering of selection and assessment activities</li><li>Respond to routine queries from candidates</li></ul>	<ul style="list-style-type: none"><li>Task substituted by technology</li></ul>	<ul style="list-style-type: none"><li>AI will automate screening of resumes for shortlisting as well as the liaising / administering components of the assessment process</li><li>AI powered chatbots will serve as the main touch point with candidates to increase personalisation and seamless candidate experience</li></ul>
<ul style="list-style-type: none"><li>Support background and reference checks</li><li>Prepare and provide contracts in accordance to negotiated terms and conditions</li></ul>	<ul style="list-style-type: none"><li>Support background and reference checks using technologies such as talent attraction systems</li><li>Prepare and provide contracts accordingly and address complex queries regarding the terms and conditions</li></ul>	<ul style="list-style-type: none"><li>Talent attraction systems will be programmed to provide automatic reminders for background and reference checks at appropriate timings e.g. blockchain technology can be a secure mode for storage of sensitive data transactions</li><li>Routine and simplistic queries could be handled by AI and chatbots while HR professionals focus on complex issues</li></ul>
Support Impactful Onboarding for New Hires		
<ul style="list-style-type: none"><li>Respond to basic administrative queries from new hires</li></ul>	<ul style="list-style-type: none"><li>Task substituted by technology</li></ul>	<ul style="list-style-type: none"><li>AI powered chatbots will automate the resolution of standard administrative enquires</li></ul>
<ul style="list-style-type: none"><li>Support the development of onboarding materials and programmes for new hires</li></ul>	<ul style="list-style-type: none"><li>Support the development of <b>personalised</b> onboarding materials and programmes tailored to new hires preferences</li><li><b>[NEW]</b> Research <b>new technology and market practices</b> to enhance onboarding experience</li></ul>	<ul style="list-style-type: none"><li>Data analytics will provide insights to preferences for the development of personalised materials and programmes</li><li>Knowledge of emerging technologies on onboarding and related best practices will be applied in conjunction with the organisational context</li></ul>
<ul style="list-style-type: none"><li>Collect feedback on the quality of onboarding experience</li></ul>	<ul style="list-style-type: none"><li><b>[NEW]</b> Derive <b>data-driven insights</b> from multi-sourced feedback for onboarding experience to support improvement of onboarding programmes</li></ul>	<ul style="list-style-type: none"><li>Multi-source listening and sentiment analysis will generate data and insights on new hires' onboarding experience</li></ul>

Future skills\* (Role-specific)

\* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Talent Persona Creation	Support the initial analysis of talent groups for talent segmentation and identify distinct characteristics to help define the talent personas
Data-led Talent Acquisition	Conduct research on global talent market and industry research as well as competitive intelligence research across a range of industries to support data-driven talent acquisition processes
Social Media and Talent Marketing Strategy	Create impactful branding messages and coordinate with relevant stakeholders to support new media marketing campaigns
Candidate Experience Design	Analyse feedback on candidate experience and research possible technologies to provide inputs on the potential change on the various parts of the candidate assessment
Technology-driven Talent Assessment Strategy	Research on available technology and identify their pros and cons for assessment of diverse talent groups
Talent Onboarding Experience Design	Analyse feedback on onboarding delivery and research possible technologies to provide inputs on the potential change on the various parts of the talent onboarding journey
Talent Value Proposition Design	Support the implementation of talent policies across diverse talent groups and contribute to the development of the organisation's Talent Value Proposition (TVP)
Omni-channel Communication	Research on relevant communication touchpoints and develop communications for consistent experience through various communication touchpoints for diverse groups of talent

# Associate, Talent Attraction

## Future skills\* for all HR associates

\* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Business and Financial Acumen	Support talent initiatives by applying knowledge of business and basic financial indicators as well as workforce analytics
Data-driven Story Telling	Develop initial data-based findings and visualisations to support a clear and logical narrative
People Analytics	Conduct initial analysis of talent and business metrics, including intangible metrics, and support the development of predictive models to derive meaningful insights
Organisational Behaviour and Change Management	Support change management initiatives and communications to talent by guiding them on use of technology for real-time multidirectional engagement and helping to answer any specific queries regarding the change initiatives
Agile Mindset	Research on agile ways of working, structures and processes and provide inputs on ways of enhancing adaptability and collaboration within the organisation
HR Technology Adoption	Research the HR technology landscape to identify potential technologies to enhance the talent lifecycle
Relationships and Communication	Identify own emotional patterns and communication style to effectively work and communicate with stakeholders and support the execution of communication plans for relevant stakeholders
Progressive and Inclusive Workforce Policy Implementation	Support implementation and continuous feedback collection for workforce policies across diverse talent groups through technology tools and platforms

### Beyond three years

The role will execute new and innovative **technology-enabled processes in talent sourcing and assessment** that will be connected to an **integrated platform for talent data**. The role will also support the **design and implementation of preboarding and onboarding processes** through continuous improvement. The role will support the development of good relationships with qualified talents to **enhance the organisation’s talent pipeline**.

### h. Associate, Talent Attraction

The Associate, Talent Attraction, supports the execution of talent attraction initiatives. Their experience and skills enable transitions to the following roles within HR, as shown in Table 17.

The role has cross-functional skills in data analysis, project management, and stakeholder management and can transit to the following roles outside HR. They will also need to top-up supplementary role-specific skills to perform in these roles, as shown in Table 18 below.

**Table 17: Transitions within HR for Associate, Talent Attraction**

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Talent Attraction	Talent Management Associate	<ul style="list-style-type: none"> <li>Talent Journey Mapping</li> <li>Continuous Listening Strategy</li> </ul>

**Table 18: Transitions outside HR for Associate, Talent Attraction**

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Talent Attraction	Corporate Strategy / Planning Analyst	<ul style="list-style-type: none"> <li>Market Research</li> <li>Key Performance Index (KPI) Dashboard</li> </ul>
	Associate, Business Analyst	<ul style="list-style-type: none"> <li>Business Process Improvement</li> <li>Financial Analysis</li> </ul>
	Project Associate / Analyst	<ul style="list-style-type: none"> <li>Market Research</li> <li>Agile Methodologies</li> </ul>
<b>Cross-functional Skills</b> <ul style="list-style-type: none"> <li>Data Analysis</li> <li>Project Management</li> <li>Stakeholder Management</li> </ul>		

## Success Stories

### Accenture

#### Redesigning the candidate experience through modernisation of the recruiting function

Recruiters within Accenture have embraced Modern HR, recognising how technology can help them streamline their work, enabling them to develop new skillsets and focus on more value-adding activities within the organisation. Terence, a Campus Recruiter, is no longer only performing operational tasks for recruitment but is continuously assessing the market for new technologies that will help us transform our recruiting strategies. His efforts have allowed us to deploy innovations from the latest AR / VR technologies to deliver meaningful results and impact to our business, enhancing candidate experience and employer branding.

Chermaine and her team of recruiters were integral to the design and deployment of our Digital Assessment Centre, contributing their knowledge of recruitment and processes while embracing the transformational impact that this technology would have. They developed new skills in digital technologies such as chatbots, workflow, process automation, and an appreciation of the benefits that Modern technologically enabled HR can deliver to the organisation. From this experience, they became evangelists for a new way of working for Modern HR.



### Fuji Xerox

#### Transition from Talent Attraction to HR Business Partner

Elizabeth Chin joined Fuji Xerox in 2016 as a Senior Executive in Talent Acquisition team. Her role included end-to-end recruitment and selection process - sourcing candidates, interviewing, conducting reference checks, making offers to the candidates, working on compensation proposals, drafting offer letters and preparing employee records for successful candidates manually.

After the HR transformation, Fuji Xerox streamlined its recruitment process by introducing digital recruitment and onboarding tools. This has enabled Elizabeth to transit from spending 70% of her time on sourcing, manually recruiting and onboarding employees to a full-fledged HRBP role. With the aid of AI technology, the system is able to process huge volumes of applications, screen candidates by gathering data and identify relevant potential profiles against the

required skillsets. Employees' records are now created digitally and freeing up a significant portion of her time, thus allowing Elizabeth to step up to be HR advisor to the Business Leaders. She's also able to more effectively enhance employee experience and engagement, as well as work on other HR initiatives for our people and adopt new skills.

Elizabeth has received several compliments from business leaders in having an agile mind, passion for the people and business. Her dedicated support to and statistics analysis helps business to improve on their operation's efficiency. She has progressed from administration HR to Associate Manager, HR Business Partner to a few lines of businesses.

