



Executive, Talent Attraction


Job Family:  
Talent Attraction


Impact level:  
Medium





- The role will promote **Talent Value Proposition (TVP)** through social media platforms.
- Synthesise **talent market and industry research** and **business understanding** to identify talent sources.
- Leverage AI & ML to enhance the **candidate and onboarding experience** and **optimise talent acquisition processes**.

 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>Implement various outreach plans for different target talent pools</li></ul>	<ul style="list-style-type: none"><li><b>Develop and implement proactive initiatives</b> such as strategic partnerships, online forums, and professional events that allow target talent pools to connect while building a positive employer brand</li></ul>	<ul style="list-style-type: none"><li><i>Communication and outreach platforms such as social media will be used to proactively build and promote a positive employer brand</i></li><li><i>Strategic partnerships can be formed with institutes of higher learning to train and recruit talent with future skills</i></li></ul>
<ul style="list-style-type: none"><li>Develop hiring collaterals based on organisation's Employee Value Proposition</li></ul>	<ul style="list-style-type: none"><li><b>[NEW] Guide hiring managers</b> to present a positive Talent Value Proposition (TVP) throughout the recruitment process</li></ul>	<ul style="list-style-type: none"><li><i>Mobile applications and cloud technology will enable real-time communication between stakeholders and allow for more seamless transitions in the recruiting process such as real-time nudges to managers to engage with prospective hires</i></li></ul>
Analyse Talent Sources and Channels		
<ul style="list-style-type: none"><li>Determine implications of the organisation's current and future needs on hiring requirements</li></ul>	<ul style="list-style-type: none"><li><b>Identify talent sources</b> based on current and future business needs, budgets and consideration of diverse talent groups to support hiring decisions</li><li><b>Source for passive candidates proactively</b> through various channels and facilitate the hiring process by being the point of contact</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></ul>
<ul style="list-style-type: none"><li>Identify opportunities to attract and convert potential candidates into new hires</li></ul>	<ul style="list-style-type: none"><li>Identify opportunities to <b>deploy innovative and / or technology-based approaches</b> in sourcing and <b>proactively reach out</b> to convert potential candidates into new hires</li></ul>	<ul style="list-style-type: none"><li><i>Social media and partnerships with institutes of higher learning will provide access to a variety of talent pools</i></li></ul>
<ul style="list-style-type: none"><li>Propose improvements to the sourcing process</li></ul>	<ul style="list-style-type: none"><li><b>Assess effectiveness of various sources and approaches</b> and propose improvements to the sourcing process</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>Implement SOPs for selection, assessment and hiring</li> </ul>	<ul style="list-style-type: none"> <li><b>[NEW]</b> Suggest innovative and technology-based selection, assessment and hiring approaches that <b>enhance candidate experience and reduce hiring bias</b></li> <li>Implement the new approaches and technology for selection, assessment and hiring</li> </ul>	<ul style="list-style-type: none"> <li>AI will automate the liaising / administering of the various components of assessment process</li> <li>Research on the fast-growing range of recruitment solutions</li> <li>Understanding of candidate experience design and change management techniques to facilitate implementation</li> </ul>
<ul style="list-style-type: none"> <li>Shortlist candidates and facilitate the hiring process</li> </ul>	<ul style="list-style-type: none"> <li>Task substituted by technology</li> </ul>	<ul style="list-style-type: none"> <li>Automated sourcing via AI and machine learning for resume screening will be used for shortlisting of candidates with greater efficiency and consistency</li> </ul>
<ul style="list-style-type: none"> <li>Conduct background and reference checks</li> </ul>	<ul style="list-style-type: none"> <li><b>[NEW]</b> Explore <b>new technologies</b> such as blockchain that can facilitate / substitute background and reference checks</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> </ul>
<ul style="list-style-type: none"> <li>Communicate offers and negotiate terms and conditions, responding to full range of queries from candidates</li> </ul>	<ul style="list-style-type: none"> <li>Communicate offers and negotiate terms and conditions, <b>responding to complex queries</b> from the candidates</li> <li><b>[NEW]</b> Maintain and <b>update the range of queries</b> and responses that chatbots can handle to enhance first-level query handling from candidates</li> </ul>	<ul style="list-style-type: none"> <li>AI powered chatbots will be used to handle routine and simplistic queries on contractual issues</li> </ul>
<ul style="list-style-type: none"> <li>Task does not exist in current role</li> </ul>	<ul style="list-style-type: none"> <li><b>[NEW]</b> <b>Monitor effectiveness and feedback</b> from candidates and the business to <b>enhance the recruitment process</b></li> </ul>	<ul style="list-style-type: none"> <li>Data analytics will be used to track effectiveness metrics throughout the recruitment process and analyse feedback</li> </ul>
<ul style="list-style-type: none"> <li>Task does not exist in current role</li> </ul>	<ul style="list-style-type: none"> <li><b>[NEW]</b> Support the delivery of a <b>seamless and engaging candidate experience</b> and serve as a candidate relationship manager to potential hires</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of candidate experience design will enhance the delivery of the candidate experience and provide better support to potential hires</li> <li>Mobile applications with proactive nudging will provide reminders to engage with promising candidates at appropriate times</li> </ul>
Support Impactful Onboarding for New Hires		
<ul style="list-style-type: none"> <li>Advise on administrative issues and documentation required for new hires</li> <li>Develop onboarding materials and programmes for new hires</li> </ul>	<ul style="list-style-type: none"> <li><b>[NEW]</b> Suggest onboarding best practices to incorporate into the onboarding process to enhance overall experience</li> <li><b>[NEW]</b> Analyse new technology and practices to provide suggestions on technology and relevant materials to <b>enhance new hire experience</b></li> </ul>	<ul style="list-style-type: none"> <li>AI powered chatbots will automate the resolution of standard administrative enquires</li> <li>Knowledge of best practices and emerging technologies that enhance new hire experience will be applied in conjunction with the organisational context</li> <li>Mobile applications with proactive nudging will provide reminders to engage with new hires at appropriate times</li> </ul>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
<ul style="list-style-type: none"><li>Analyse data and feedback on the quality of onboarding experience</li></ul>	<ul style="list-style-type: none"><li>Suggest improvements to the onboarding process by incorporating <b>real-time insights from multi-sourced feedback</b></li><li><b>[NEW] Analyse onboarding experiences against various milestones</b> to identify insights for the development of a more consistent and structured onboarding process that reflects a successful onboarding programme</li></ul>	<ul style="list-style-type: none"><li><i>Multi-source listening and sentiment analysis will generate real-time data and insights on new hires’ onboarding experience</i></li><li><i>Data analytics can provide analysis of candidate experience against talent onboarding milestones to understand correlation for the enhancement of onboarding programme</i></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	Analyse data and develop segments of talent groups and define the distinct talent personas to help facilitate the development and implementation of personalised talent solutions
Data-led Talent Acquisition	Leverage global talent market and industry research and competitive intelligence research across a range of industries to implement the data-led talent acquisition
Social Media and Talent Marketing Strategy	Manage new media marketing campaigns and provide inputs for initiatives to attract qualified talent and promote available positions within the organisation
Candidate Experience Design	Identify areas of improvement in sourcing, assessment and securing of candidates and suggest technologies to deliver a positive candidate experience
Technology-driven Talent Assessment Strategy	Provide inputs for relevant technology solutions to automate and support the enhancement of talent assessment processes
Talent Onboarding Experience Design	Identify improvement opportunities to onboarding programmes and suggest technologies to enhance the delivery for a seamless and positive onboarding experience
Talent Value Proposition Design	Implement talent policies for diverse talent groups and suggest enhancements to support the building of an appealing Talent Value Proposition (TVP)
Omni-channel Communication	Identify the relevant communication touchpoints for diverse groups of talent and review communications to ensure consistency of talent experience across platforms

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### Future skills\* for all HR executives

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

Focus areas	Descriptions
<b>Business and Financial Acumen</b>	Lead execution of talent initiatives by applying knowledge of business drivers, financial indicators, workforce analytics and the impact on business outcomes
<b>Data-driven Story Telling</b>	Guide and review the data-based insights and visualisations and provide inputs for narrative to influence talent-related decision-making process
<b>People Analytics</b>	Apply data mining and analytics techniques to analyse linkages between talent and business metrics, including intangible metrics. Use insights from predictive models to identify impact of talent programmes on the business
<b>Organisational Behaviour and Change Management</b>	Apply understanding of psychological, social and cultural drivers to guide talent towards desired change and apply use of technology and nudges to influence behaviours
<b>Agile Mindset</b>	Execute initiatives that promote agile ways of working, structures and processes which enhance adaptability and collaboration among talent. Provide inputs for improvement based on feedback as well as external research
<b>HR Technology Adoption</b>	Analyse existing processes to identify inefficiencies as well as gaps in talent experience and shortlist possible technology solutions to enhance the processes and experiences across the talent lifecycle
<b>Relationships and Communication</b>	Collaborate with stakeholders and display sensitivity to their needs, and lead the execution of communication plans across relevant stakeholders
<b>Progressive and Inclusive Workforce Policy Implementation</b>	Collaborate with the business to implement inclusive workforce policies and legislations relevant for diverse talent groups based on data-driven insights and review feedback

### Beyond three years

The role will lead the execution of **new and innovative technology-enabled processes in talent sourcing and assessment** that will be connected to an integrated system for talent data. The role will lead **continuous improvement of talent onboarding processes** and provide input for design of talent onboarding programmes. There will be an **emphasis on social recruiting** and the role will be expected to build credibility and visibility in the talent market and emerge as a trusted partner to qualified talents.