

Head, Talent Attraction

Job Family:
Talent Attraction

Impact level:
Medium

- The role will focus on developing **proactive scouting and talent attraction strategies** closely aligned to future business needs.
- Lead **solutioning for talent resourcing** and leverage market and industry research insights to develop data-driven talent attraction strategies.
- Develop **employer branding and talent value proposition** for diverse groups of talent.
- Enhance **candidate and onboarding experience** through **technology**.



EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Drive Data-driven HR Strategy and Resource Planning		
<ul style="list-style-type: none">▪ Develop HR strategy and financial budget for people-related spending on talent attraction activities	<ul style="list-style-type: none">▪ Drive HR strategy, sourcing plans, and financial budget based on business strategy and future needs considering the broader talent ecosystem	<ul style="list-style-type: none">▪ <i>Enterprise level workforce planning tools with analytics capabilities will enable predictive modelling of skills and facilitate budgeting</i>
<ul style="list-style-type: none">▪ Design the approach and methodology for talent resourcing to address manpower needs▪ Review current and future talent supply and demand in terms of manpower and bench strength of capabilities	<ul style="list-style-type: none">▪ Design the approach and methodology for talent resourcing through competitive intelligence research and considering diverse groups of talents▪ Lead proactive mitigation of future demand and supply challenges based on bench strength of capabilities, manpower requirements coupled with analysis of potential attrition and new hire performance	<ul style="list-style-type: none">▪ <i>AI-powered research will provide greater clarity into talent / capability demand and supply trends in the industry</i>▪ <i>Applicant tracking systems and AI-based sourcing tools will allow more effective talent resourcing and planning</i>▪ <i>Data analytics will enable proactive actions, such as predicting attrition and new hire failures</i>
<ul style="list-style-type: none">▪ <i>Task does not exist in current role</i>	<ul style="list-style-type: none">▪ [NEW] Leverage talent market and industry research insights to develop differentiated and data-driven talent attraction strategies for diverse groups of talent	<ul style="list-style-type: none">▪ <i>Data analytics and AI will enable the segmentation of candidate personas for development of data-driven talent attraction strategies</i>
Talent Value Proposition and Sourcing		
<ul style="list-style-type: none">▪ <i>Task does not exist in current role</i>	<ul style="list-style-type: none">▪ [NEW] Drive competitive intelligence research and creation of candidate personas for targeted and strategic sourcing of talent for leadership positions	<ul style="list-style-type: none">▪ <i>AI-powered research will provide greater clarity into talent / capability demand and supply trends in the industry</i>▪ <i>Data analytics and AI will enable the development of multiple personas to facilitate personalised candidate outreach</i>
<ul style="list-style-type: none">▪ Align all employee lifecycle activities to the employer brand and employee value proposition (EVP)	<ul style="list-style-type: none">▪ Drive the development and communication of the employer brand and Talent Value Proposition (TVP)▪ [NEW] Engage business leaders to introduce communication platforms and obtain buy-in for employer branding and TVP, encouraging them to embed the TVP into organisational practices across the broader talent ecosystem	<ul style="list-style-type: none">▪ <i>Communication channels such as corporate social media platforms and mobile applications will be used to communicate and reinforce employer brand and TVP as well as enable continuous real-time feedback on the employer brand and TVP</i>

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<ul style="list-style-type: none"> Monitor and evaluate the merits and appropriateness of various recruitment channels for sourcing of candidates Establish hiring standards in consultation with business leaders to fill senior positions 	<ul style="list-style-type: none"> Drive data-driven approach to evaluate merits and appropriateness of various recruitment channels for sourcing of candidates based on future skills and potential Guide development and evaluation of sourcing strategy, including guiding managers to shape job roles aligned to the future business strategy while balancing the impact of digitalisation and need for purposeful jobs for diverse talent groups 	<ul style="list-style-type: none"> <i>AI will be used to scan external and internal databases for potential candidates according to pre-defined criteria and coupled with data insights will facilitate evaluation of the sourcing efforts</i> <i>Knowledge of business strategy and job redesign will enable the shaping of future-focused roles to better serve business needs</i>
<ul style="list-style-type: none"> Build a network of senior industry contacts and a strong personal brand to attract senior candidates when the need arises 	<ul style="list-style-type: none"> Develop strategies for building a network of leadership candidates for recruitment when required Engage proactively with potential talent for pipeline building of leadership positions 	<ul style="list-style-type: none"> <i>Data analytics will analyse strategic partnerships to identify their effectiveness in recruiting and training the right talent with the required skills</i> <i>Data analytics will provide insights to potential partnerships by analysing various metrics such as the effectiveness of programmes in training required skillsets, data on how successful candidates are, in meeting business needs</i> <i>Social media and programmatic job advertising will facilitate networking and pipeline building for leadership positions</i>
Drive Selection and Securing of Candidates		
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Design seamless candidate experience journeys aligned to the talent experience approach for diverse talent personas, by integrating technology 	<ul style="list-style-type: none"> <i>Relevant technologies will facilitate seamless candidate experiences such as ease of applications, real-time responses to candidate queries, personalised and on-demand interviews and assessments</i> <i>Multi-source listening and sentiment analysis will generate data and insights on the differentiated needs of diverse talent personas</i>
<ul style="list-style-type: none"> Prioritise hiring spending to invest in critical skills needed by the organisation 	<ul style="list-style-type: none"> Proactively engage business leaders to identify future skills and prioritise hiring spending based on critical skills needed 	<ul style="list-style-type: none"> <i>AI-powered research will provide greater clarity into talent / capability demand and supply and pay trends in the industry</i>
<ul style="list-style-type: none"> Design a screening and assessment approach, using tools, techniques and technology solutions to assess candidates Recommend continuous improvement actions based on the monitoring of the assessment process 	<ul style="list-style-type: none"> Design a differentiated screening and assessment framework for diverse talent personas, using various techniques and technologies Recommend continuous improvement actions based on assessment data, candidate feedback, and best practices 	<ul style="list-style-type: none"> <i>AI assessments, chatbots and increasingly powerful applicant tracking systems provide a range of available solutions to fine-tune the candidate experience</i> <i>Data analytics with facial analysis will assess candidates' behaviour and personas for job fit</i> <i>Gamification in recruitment will enable the assessment of the skills and attitudes of candidates</i> <i>Data analytics linking new hires' selection data / feedback and performance / engagement data will yield insights on effectiveness of the selection process</i>
<ul style="list-style-type: none"> Interview senior candidates and recommend qualified candidates to business leaders 	<ul style="list-style-type: none"> Use data-driven insights gleaned from assessments to qualify and substantiate recommendation of senior candidates to business leaders 	<ul style="list-style-type: none"> <i>Data from structured screening and assessment processes will yield better insights into candidates' personalities, abilities and job / organisational fit</i>
<ul style="list-style-type: none"> Approach and secure senior candidates targeted for offers of employment 	<ul style="list-style-type: none"> Secure identified senior candidates through personalised approaches that draw upon insights from assessment data 	<ul style="list-style-type: none"> <i>Insights on candidates' personalities, abilities and job / organisational fit from assessment data will be used for personalisation of candidate approach strategies</i>

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Design Preboarding and Onboarding		
<ul style="list-style-type: none">Drive the development of onboarding processes for new joiners to facilitate their assimilation into the organisation	<ul style="list-style-type: none">Formulate seamless preboarding and onboarding talent strategies for diverse groups of talents aligned to the talent experience approach and TVP[NEW] Develop a framework to evaluate preboarding and onboarding processes based on time-to-productivity, experience and other outcomes[NEW] Coach managers on ways to engage with new joiners to enhance talent experience such as constant engagement, establishing expectations, and providing initial support for assimilating into the organisation	<ul style="list-style-type: none"><i>Data analysis linking characteristics of the preboarding / onboarding process with time-to-productivity, turnover rate etc. will yield insights on effectiveness</i><i>Multi-source listening and sentiment analysis will generate data and insights on the differentiated needs of diverse talent personas</i><i>AI-based chatbots will serve as the main touch point with candidates to increase personalisation and seamless candidate experience</i><i>Mobile applications with proactive nudging will remind managers to engage with new hires at appropriate times</i>
<ul style="list-style-type: none">Monitor the employee engagement level of new joiners to identify key drivers of engagement	<ul style="list-style-type: none">Develop appropriate interventions to enhance candidate as well as preboarding and onboarding experience based on the data-driven insights obtained through the analysis of employee engagement data	<ul style="list-style-type: none"><i>AI, multi-source listening and sentiment analysis will automate the continuous monitoring of employee engagement levels and generate insights on the preboarding and onboarding experience</i>
<ul style="list-style-type: none">Monitor the turnover rate of new joiners to identify key reasons for leaving the organisation	<ul style="list-style-type: none">[NEW] Develop an approach for predicting attrition and analysing key reasons for leaving the organisation[NEW] Guide the development of personalised retention strategies for high performers at risk of leaving	<ul style="list-style-type: none"><i>Machine learning algorithms will enable continuous monitoring of turnover rates and predictive modelling of attrition</i><i>Multi-source listening and sentiment analysis will aid the development of personalised retention strategies</i>

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	Develop strategy for talent segmentation aligned to organisation's needs and guide the impact across talent solutions
Data-led Talent Acquisition	Strategise data-driven approach to talent sourcing by advocating the use of business and talent metrics to predict candidate success and effectiveness of sourcing channels. Drive global talent market and industry research and competitive intelligence research across a range of industries
Social Media and Talent Marketing Strategy	Strategise new media marketing approach as well as platforms and champion employer brand to resonate with diverse groups of talent. Define the expected outcomes and ensure use of optimal platforms to achieve the desired outcomes
Candidate Experience Design	Strategise organisation's candidate experience and define essential components of the candidate experience to guide the enhancement of the overall candidate assessment process
Technology-driven Talent Assessment Strategy	Strategise talent assessment approach to ensure seamless integration with technology solutions aligned with business needs and overall talent experience strategy
Talent Onboarding Experience Design	Strategise organisation's preboarding and onboarding experience for new hires, and define essential components of the preboarding and onboarding experience to guide design of integrated programmes and the enhancement of the overall experience for new joiners
Talent Value Proposition Design	Strategise the organisation's Talent Value Proposition (TVP), including employer branding, culture and rewards philosophy, and guide the development of relevant talent policies to deliver compelling and differentiated TVP for diverse talent groups
Omni-channel Communication	Develop communication strategies to optimise use of multi-channel platforms for the delivery of communication messages to create integrated talent experiences

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Future skills* for all HR heads

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

Focus areas	Descriptions
Business and Financial Acumen	Develop appropriate talent strategies by leveraging in-depth knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance. Consider key industry drivers and macro-economic trends when evaluating impact of talent strategies on workforce performance
Data-driven Story Telling	Guide the development of the business case and challenge business leaders through presentation of compelling narratives and data-based insights to secure buy-in for talent strategies and decisions
People Analytics	Strategise people analytics approach and tools (e.g. linkages of data metrics, analysis of intangible metrics and predictive modelling) to augment talent strategies and develop data-based talent programmes in the organisation
Organisational Behaviour and Change Management	Strategise organisational-level change and advocate use of technology to implement new change approaches such as real-time multidirectional engagement to influence desired change in individual and group behaviours
Agile Mindset	Develop strategies to drive agile ways of working as well as, structures and processes that allow speed and adaptability to react quickly to the changes in the external environment. Influence a mindset shift across the organisation to thrive and excel within a dynamic organisational culture
HR Technology Adoption	Provide thought leadership on HR service delivery model and technology integration that would elevate talent experience as well as drive the business and talent to attain organisational goals
Relationships and Communication	Pre-empt and proactively assess needs of diverse groups of stakeholders and develop communication strategy to continuously engage them, in order to attain desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Provide advisory and obtain buy-in from the business on inclusive and diverse workforce policies based on data-driven insights through analysis of talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to influence legislative changes across diverse talent groups

Beyond
three years

The role will continue to focus on offering consultations to business leaders in the area of **talent resourcing solutions, proactive relationship building, and harnessing technology** to achieve better outcomes. Technologies such as **video interviews powered by AI** will see more usage with the ability to analyse speech, voice and micro-expressions to better assess candidates and ensure **enhanced candidate experience**. **Targetted advertising** may be used to track potential candidates and widen organisation’s pool of potential talent. The role will **explore technologies such as blockchain** for improving the efficiency of background checks, further optimisation of high volume tasks in talent acquisition, and **augmented / virtual reality for preboarding and onboarding**. **Strategic manpower planning aided by predictive future capability requirements** and proactive recruitment instead of reactive hiring will become key.