Manager, Talent Attraction

Job Family:

Talent Attraction

Impact level:

Medium

- The role will **implement proactive talent attraction and retention strategies**.
- Deliver Talent Value Proposition (TVP), including **employer brand, culture and rewards to attract talent**.
- **Enhance candidate and onboarding experience** and **optimise process effectiveness**.

Social Media   Data Analytics   Mobile Applications   Social Robotics   Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Drive Data-driven HR Strategy and Resource Planning		
- Model the current workforce profile and project the demand and supply of future skills - Manage manpower costs within the approved budget	Develop sourcing plans and budgets based on the **business strategy, future skills** requirements considering the **broader talent ecosystem**	*Enterprise level workforce planning tools with analytics capabilities will enable predictive modelling of skills and facilitate budgeting* *Advanced data analytics and predictive analytics will provide insights on talent and skills requirements for the future and linkage to business metrics*
Analyse strategic workforce planning information such as skills requirements and advise business leaders on the range of resource planning options	- Leverage **competitive intelligence** and **market research** to identify the supply gaps for various talent and capability groups - Advise business leaders on **innovative and / or technology-based talent resourcing solutions** such as strategic partnerships, social media recruiting and plan the implementation of these solutions	*AI-powered research will provide greater clarity into talent and capability demand and supply trends in the industry* *Data analytics embedded within AI-based sourcing tools will allow more effective talent resourcing and planning through the tracking and analysis of applicants*
Task does not exist in current role	**[NEW]** Identify **ideal candidate personas** for the organisation based on talent market and industry research insights **[NEW]** **Develop data-driven talent attraction approach** for differentiated talent attraction campaigns for future skills and diverse groups of talent	*Data analytics and AI will enable the segmentation of candidate personas for development of data-driven talent attraction programmes*
Design Sourcing Strategy and Talent Value Proposition		
Task does not exist in current role	**[NEW]** Perform **competitive intelligence research** and create **candidate personas** for targeted and **strategic sourcing** of critical talent	*AI-powered research will provide greater clarity into talent / capability demand and supply trends in the industry* *Data analytics and AI will enable the development of multiple personas to facilitate personalised candidate outreach*
Execute initiatives to deliver the employer branding strategy and incorporate employee value proposition (EVP) in all employee lifecycle activities	**Support the development** of employer brand and **Talent Value Proposition (TVP)** - Identify platforms to communicate and **embed TVP into organisational practices** across the talent lifecycle	*Communication channels such as corporate social media platforms and mobile applications will be used to communicate employer brand and TVP as well as enable continuous real-time feedback on the employer brand and TVP*

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
▪ Recommend hiring standards, selection criteria and job requirements to fulfil the current and future business plans	▪ **Work with managers to shape job roles** and requirements to align with current and future business strategies ▪ Develop sourcing strategies leveraging technology and **innovative sourcing techniques** for **targeted sourcing of diverse groups of talent**	▪ *Knowledge of business strategy and job redesign will enable the shaping of future-focused roles to better serve business needs* ▪ *AI will be used to scan external and internal databases for potential candidates according to pre-defined criteria* ▪ *Programmatic job advertising will help to maximise chances that job advertisements will be seen by candidates matching the desired profiles*
▪ Maintain a database of potential recruits to allow proactive sourcing of qualified candidates	▪ **Network and proactively engage** with potential talent to facilitate pipeline building and meet business needs	▪ *Data analytics will analyse strategic partnerships to identify their effectiveness in recruiting and training the right talent with the required skills* ▪ *AI will be used to scour external and internal databases for potential candidates according to pre-defined criteria* ▪ *Social media and programmatic job advertising will facilitate networking and pipeline building*
Drive Selection and Securing of Candidates		
▪ *Task does not exist in current role*	▪ **[NEW]** Implement **seamless candidate experience journeys personalised** for **diverse candidate personas**, using technology to enhance access in submitting applications, real-time responses to candidate queries, and personalised and on-demand interviews and assessments	▪ *Multi-source listening and sentiment analysis will generate data and insights on the differentiated needs of diverse talent personas* ▪ *AI powered chatbots will serve as the main touch point in the recruitment process to increase personalisation and seamlessness in candidate experience*
▪ Recommend and deploy a range of assessment tools, techniques and technology solutions for hiring managers	▪ Implement **differentiated selection and assessment methods** harnessing technology to assess candidates, while delivering a **seamless candidate experience** ▪ Suggest ways to continuously **enhance the candidate experience** based on feedback and best practices	▪ *AI assessments, chatbots, gamification, AR / VR and increasingly powerful applicant tracking systems provide a range of available solutions to fine-tune the candidate experience* ▪ *Data analytics with facial analysis will assess candidates' behaviour and personas for job fit* ▪ *AI powered chatbots will nudge candidates to provide feedback at various stages of the selection process*
▪ Analyse information from the screening and assessment process to recommend suitable candidates for offers of employment	▪ Substantiate recommendations on suitable candidates to hire using **data-driven insights** gleaned from the screening and assessment process ▪ Distil **insights on the effectiveness** of the selection process and **suggest improvements** to the selection process	▪ *Data-based insights from structured screening and assessment processes will yield evidence for candidates' personalities, abilities and job / organisational fit for various talent personas* ▪ *Data analytics linking new hires' selection data / feedback and performance / engagement data will yield insights on effectiveness of the selection process*

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	Design Preboarding and Onboarding	
▪ Design and deliver impactful onboarding programmes for new joiners to facilitate their assimilation into the organisation	▪ Implement **preboarding and onboarding** processes through technology to **deliver a seamless experience** ▪ **[NEW]** **Guide managers to engage with new joiners** in ways that enhance talent experience for establishing expectations and providing initial support to assimilate into the organisation	▪ *AI chatbots will serve as the main touch point with candidates to increase personalisation and seamless candidate experience* ▪ *Mobile applications with proactive nudging will remind managers to engage with new hires at appropriate times*
▪ Gather feedback from new joiners about their onboarding experience to identify areas for improvement	▪ Gather feedback from new joiners and managers about the preboarding and onboarding experience to **analyse effectiveness and recommend enhancements**	▪ *Data analytics linking characteristics of the preboarding / onboarding process with time-to-productivity, turnover rate etc. will yield insights on effectiveness*

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	Approve the final talent personas based on the analysis and definition of talent segments to recommend implications on personalised talent solutions
Data-led Talent Acquisition	Lead data-driven talent acquisition and develop plans for global talent market and industry research. Develop plan for competitive intelligence research across a range of industries
Social Media and Talent Marketing Strategy	Design and plan new media marketing campaigns to promote employer brand across suitable platforms for diverse groups of talent. Monitor the metrics from the plans and campaigns and suggest changes to enhance outcomes
Candidate Experience Design	Plan implementation of technology across the candidate assessment process to ensure optimal candidate experience across various touchpoints
Technology-driven Talent Assessment Strategy	Identify relevant technology solutions and drive integration of these across the talent assessment processes, based on business and talent requirements to identify suitable talent
Talent Onboarding Experience Design	Plan implementation of technology across the onboarding and preboarding processes and introduce innovative approaches to enable holistic experience for new joiners
Talent Value Proposition Design	Design talent policies for diverse talent groups to enhance and reinforce the organisation's Talent Value Proposition (TVP) and uplift the appeal of the organisation as an employer of choice
Omni-channel Communication	Drive use of relevant communication touchpoints suitable for diverse groups of talent ensuring consistency of talent experiences across the platforms

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Future skills* for all HR managers

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

Focus areas	Descriptions
Business and Financial Acumen	Lead implementation of appropriate talent strategies based on the knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance
Data-driven Story Telling	Develop narratives from data-based insights to build a business case and influence stakeholders on talent strategies and decision making
People Analytics	Lead analysis of linkages between talent and business metrics, including intangible metrics. Guide the development of suitable predictive models based on talent agenda to enhance existing talent programmes and guide development of new talent solutions
Organisational Behaviour and Change Management	Execute organisation-level change programmes and deploy technology to implement new change management techniques to elicit desired behaviours
Agile Mindset	Implement strategies to facilitate agile ways of working by promoting collaboration and cross-functional work as well as structures and processes that are quickly adaptable to changes. Guide leaders to develop a mindset shift in talent towards a dynamic organisational culture
HR Technology Adoption	Evaluate and recommend relevant technology solutions to enhance efficiency and effectiveness across the talent lifecycle. Determine benefits of technology implementation for enhanced talent experience
Relationships and Communication	Build trust and rapport with stakeholders and implement communication plans and collaboratively work towards desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Evaluate existing workforce policies and legislations, and latest trends for diverse talent groups against talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to provide data-driven recommendations to the business for adoption of progressive and inclusive practices

Beyond **three years**	The role will continue to focus on implementing **talent resourcing solutions aligned to business needs** and proactively build relationships, including harnessing networks to **develop a talent marketplace of various types of talent** (increasingly non-employee talent) who may be activated based on the capabilities required by the business. The role will also continue to **explore and incorporate emerging technologies** to enhance efficiency and **deliver a better candidate experience and reach diverse groups of talent**. 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. **Augmented / virtual reality will be explored for use in preboarding and onboarding** to deliver a more engaging experience for new joiners.