Approach of Talent Management on Personnel Selection

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Abstract

The aim of this article is to answer the continuing fundamental question of many organizations based on the fact that now and in the future, what strategies are required to attract talent in order to achieve active and passive candidates (which is defined below) . This paper examines the main challenges facing managers in order to exploit the talents and talent management within organizations pay and by providing methods, helps to improve the planning process that will attract and recruit talented and effective employees. In this article for this purpose we will pay to introduce the use of reagents, providing incentives for reagents, membership in associations of local and regional networks and talent retention program.

Keywords: Talent Management; Personnel Selection; Organization.
Introduction

Indeed, talent management includes a complete set of a process to identify, implement and manage people for successful execution of the business strategy that the organization needs.

This processes that are effective on employee life cycle, divided into three main section: attraction of talent, align and retain talent and developing talent.

1. Attraction of talent

This phase involves all the relevant issues by identifying individuals with a series of high-level skills for employment required by the organization and thus; on whom the organizations should invest? How human resources must be organized? How the determined staffing and recruitment should, be planed? What type of organization is needed to develop talents? How to design the master plan for the development of the organization? These questions are just some of the questions that an organization, when drawing the attraction and development of its employees as the most valuable organizational capital, must be considered.

2-Align and retain talent

When an organization is to be successful in completing the process of recruitment and employment in position, then it should know that what’s the next? At this stage it is necessary to set the proper skills of individuals with their jobs and arrange them in line. In other words, the performance of workforce must be managed to ensure that the organization is in a direction, that its human resources have the maximum productivity. Another issue that must be considered in the process of talent retention, is the compensation system.

In addition to extend fair compensation policy in the organization, it is essential that outputs reports and analysis of measurement capabilities and performance in terms of employee compensation to be calculated in the system.

3. Developing talent

The final step of this process is including issues that related to learn and develop talent. At this stage, employees need a clear and tangible path of career development. In this case, the organization needs to invest more on employees to create opportunities for learning and development, so that it can keep their skills in order to respond the expectations and future needs of the organization up to date Tajoddin & Ma’ali, 2008).

Personnel Selection and Talent Management

Effective Recruitment

In today's job market, there is intense competition to attract top talent. The main thing is that the majority of potential candidates that you already have, are
themselves busy elsewhere to work. This issue complicates the recruitment strategy, because the organization not only faces a shortage of available labor (ready), but also in some industries the possibility of recruiting high quality candidates with a system of traditional methods is not possible.

Resources and employed techniques, In terms of the need for active and passive applicants is different.

Best practices for access to passive candidates is through the introduction, exploration databases, websites, associations and local networks.

As well as access methods to enable applicants is, the list of applicants looking for work, print ads, exhibitions, job site and search the database. However, to access active and passive applicants, planning is required.

Difference of active and passive applicants

Passive candidates, those with special functions are part of the organization's competitive advantage. They normally don’t want to spend a lot of time to find new job opportunities. The other major differences with active clients, in addition to need long time to be selected, are creating the need for organizations to meet their expectations in terms of benefits and corporate culture. Organizations should create conditions and situations that provide an incentive to passive applicants so that, they become the ideal choice.

Active applicants can be found easier and they directly apply for employment posts. Short time is needed to absorb them, and normally they are quite keen to do an interview and evaluation process. In this way, volunteers can easily give you their abilities and competencies.

Although the use of traditional sources of recruitment and selection processes which aims to attract applicants who are active, is easier, but this technique cannot always be the best strategy. It seems that companies in the hiring process requires to approach with a combination tactics of active and passive applicants absorption.

Develop a recruitment plan

The necessary foundation to attract talent is developing a plan. What are your goals? What do you need for the future?

How do turnover and restrictions affect your need to resources and also to identify and attract applicants in the next twelve months?

In this regard, you must consider the current labor market, competition for talent, the set of special skill required and available applicants. After a clear definition of objectives, you can identify and specify excellent sources that will take you to the best candidates in the most appropriate time.

Successful organizations transparently interact with the attracted program and all of its related domains. Make them realize that all communications are transparent and coordinated, various approaches defined for each of the objectives, the proper procedures for every step has been
determined, schedule for implementation is written, and at every step the necessary accountability is done.

Forums and networks

Successful organizations in attracting understand that access to the local network, as well as active companies in attracting is useful and efficient. To engage with industry-specific associations, should be one of the members of association.

Induction program

By developing induction program, expand your organization’s network recruitment, and provide to access valuable passive candidates.

In the induction program, by creating valuable incentives, encourage employees to share job openings. In other words, with this program you can provide, the necessary conditions for the introduction of passive job seekers, by organization stakeholders, including employees, customers, vendors, and others.

This incentive program can be the minister continued to a wide spectrum of desire of the staff, and a range of rewards from the Incentive rewards vacation to the cash rewards.

Retention programs

By providing maintenance experience staffing agency in job advertisements, stimulate the absorption applicants. What are your organization’s intangible benefits or job? on one hand consider the benefits of your organization and on the other hand think to stimuli in the field of career development, volunteer opportunities, technology and coaching as potential benefits for passive applicants (Tajoddin&ma’ali, 2008).

**Challenges of Talent Management and Skills Development**

A common mistake organisations make is to neglect their “B-players”. Organisations got caught up in the much quoted and widely publicized “war for talent”. After all, hunting for stars is much more fun, they are impressive to have on the payroll, and they make CEO’s look good. However, the Preoccupation with the stars (or “A-players”) often results in the underestimation of the capable, steady performers in the business. They lack the luster and brilliance of the stars, but often are the best bet for long term sustainability. The adequate and capable employees are often the ones who save the organisation form itself. According to a Harvard Business Review article (HBR, June 2003) the star employees often focus more on themselves and their own needs, and not on what is good for the company. Solid and capable “B-players” on the other hand are steady; they stay longer and make huge contributions to the success of a business. It is therefore crucial to expand the focus of Talent Management and to ensure that the majority of the organisation’s workforce is included in the management of talent, not just the top 10% of the organisation. Another challenge organisations face is the fine line between developing and optimising talent and potential, and the risk of making staff more employable. The more we
invest in people, the more attractive they become to competitors and the market. Organisations are raising their expectations of what would be an acceptable threshold of entry – this impacts on all workers. They have to raise their own levels of competitiveness and skill-sets to compete in the knowledge-based economy. In South Africa this reality is particularly challenging as a vast portion of our nation needs to not only be competitive, but to also eradicate disadvantages and educational legacies of the past. This poses pressure on institutions responsible for building capacity and skills. (Brown, P and Hesketh, A 2004) makes the point that recruitment cannot become the substitute of poor people management (including skills development). Neither is recruitment a substitute or compensation for investment in training and development. The challenge is to find the dormant and obvious talents and build it to the mutual benefit of both the organisation and the individual.

Another challenge organisations face is the absence of a clear plan and strategy to develop skills and capacity at all levels for all staff. Staffs have no road map for getting the skills they need, companies have not identified the need for future success and skills development often becomes an operational necessity, as opposed to a long-term strategic business imperative. A key challenge that needs to be addressed when managing talent is to provide staff with adequate opportunities to practice new skills and competencies. We often invest fortunes to develop talented people (at all levels) and then they go back to their old role with the old routine with no opportunity (and no time) to implement new skills and knowledge (Nageswara, 2013).

The challenge of talent management

In order to win the war of talent, organizations have invested heavily to implement human resources systems and processes, and talent issues have unquestionably moved up the boardroom agenda. Although these moves are laudable and necessary, too many organizations still dismiss talent management as a short-term, tactical problem rather than an integral part of a long-term business strategy, requiring the attention of top-level management and substantial resources. There are some challenges, in the other words, some issues should been paid highly attention. Since investments in talent intangibles are expensed rather than capitalized, managers may prefer to raise short-term earnings by cutting expenditures on people development (Bryan, 2007). This tendency may fail to embed a talent strategy in the overall strategy of the business, and turn into a vicious circle: a lack of talent blocks corporate growth, creating additional performance pressures that further divert the attention and thinking of executives toward the short term. Secondly, there is confusion about the role of human resource professionals. When companies do make talent a priority, they often fall into another trap: focusing narrowly on HR systems and processes, which divert attention from the place where most of the obstacles lie: People’s heads." habits of mind are the real barriers to talent management." (Younger, Smallwood& Ulrich).

Thirdly, leadership dilemma in reaction to the talented individuals (Powell &Lubitsh,2007). Managers often found it difficult to give feedback to talents as they are feared with the issue of poor behavior side-stepped or overlooked. Giving feedback to the talent requires courage and good intent, but done it well will make them feel motivated and developed. So creating the leadership bench strength then becomes a critical inflection point (Bhatnagar, 2008).

There is lack of coherence and rigor between leadership and talent management. By grounding talent management in a strategic decision framework that clearly guides talent decisions,
developing systems-level models that illustrate the multi-pool impacts of talent choices, and developing reliable, validity, and theoretically meaningful measures researchers can markedly improve the quality of talent conversations in organizations.

Finally, the challenge regarding measurements, according to (Boudreau and Ramstad 2005), is to balance precision with usefulness. Fulfilling the promise of a precise, science-based approach requires adhering to scientific standards of measurement. While that may seem obvious it is disconcerting that fundamental measurement principles are ignored in talent management literature. It also appears commonplace to avoid assessing the measurement properties of core HR practices. Boudreau and Ramstad also address the change management process typically overlooked in discussions of analytics. Just as a model or logical structure is necessary for interpreting measures, a change management process is necessary to implement decisions. Besides these challenges, it is argued that organizations may face two major impediments that can get in the way of achieving results. First, talent initiatives are often implemented without an overarching strategic plan, resulting in frequent and unpredictable objections and disruptions. Second, senior leaders don t have a personal connection to talent through personal involvement or accountability (Fang Fang Li & Pierre Devos, 2013).

Conclusions

Indeed, talent management includes a complete set of a process to identify, implement and manage people for successful execution of the business strategy of the organization needed. This process that are affective on employee’s life cycle, divided into three main areas : that included of talent, align and retain talent and developing talent.

In the area of talent attraction you can develop a program to prioritize hiring top talent and to be considered based on the needs and the limitations of The organization recruits and funding. In this application, you first need to recognize talent. For this you can use a set of reagents. These referrals can be from the organization, colleagues or people outside of it. It makes sense to create partnerships among employees and partners.

In order to better acquaintance with local and regional task forces; a membership in associations and networks of local organizations can help to advance their goals. And your canals promote the benefits of your organization with plans to maintain the applicant and talented individuals, both active and passive to encourage the uptake in your organization.
References


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