ASSESSMENT OF STRATEGIC TALENT ACQUISITION PRACTICES: A CASE STUDY IN INTERNATIONAL RESCUE COMMITTEE ETHIOPIA PROGRAM ASSOSA FIELD OFFICE

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DECLARATION

I hereby declare that the dissertation entitled **ASSESSMENT OF STRATEGIC TALENT ACQUISITION PRACTICE A CASE STUDY IN INTERNATIONAL RESCUE COMMITE ETHIOPIA PROGRAM ASSOSA FIELD OFFICE** submitted by name for the partial fulfillment of MPA to Indira Gandhi National Open University, (IGNOU) New Delhi is my own original work and has not been submitted earlier, either to IGNOU or to any other institution for the fulfillment of the requirement for any other program of study. I also declare that no chapter of this manuscript in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

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CERTIFICATE

Certified that the Dissertation entitled **Assessment of Strategic Talent Acquisition Practice: A Case Study in International Rescue Committee Ethiopia Program Assosa Field Office** submitted by **Girum Gebremichael** is his own work and has been done under my supervision. It is recommended that this Dissertation be placed before the examiner for evaluation.

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List of Abbreviations

CIPD	Chartered Institute of Personnel and Development
CEO	Chief Executive Officer
CWI	Community Wellbeing Initiative
EH	Environmental Health
HR	Human Resource
HRP	Human Resource Planning
INGO	International Non Government Organizations
IRC	International Rescue Committee
KPI	Key Performance Indicators
KSA's	Knowledge, Skills and Abilities
KSAO's	Knowledge, Skills, and Other characteristics
SC	Supply Chain
TA	Talents Acquisition

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CHAPTER ONE

1. Introduction

Four years is the average length of time an employee stays at one company, according to Aug 2014 LinkedIn data. 56% of global talent leaders say employer brand is a top priority for their company. Social professional networks are the fastest growing source of quality hires globally, increasing 73% over the past 4 years in 2015. As recruiting has become more like marketing, companies have embraced the idea of talent brand. Looking in their crystal balls, talent acquisition leaders predict the future of recruiting. Social professional networks and better matching of candidates with jobs are set to reshape recruiting. Given how rapidly recruiting has evolved in only 4 short years, perhaps change will come sooner than we think. **("4th Annual Report," 2015)**

I challenge the traditional lament of human resource world that, a talent acquisition process must be based primarily upon structure and consistency. It is also equally important that the approach to recruitment be innovative, dynamic and flexible. Statistics show the cost of failed appointments is at an average of 60,000 pound per company per year. For many organizations, the actual figure is devastatingly higher. Effective talent acquisition at all levels is vital to survival. The results of the fifth annual CIPD (Chartered Institute of Personnel and Development) recruitment survey announced in May 2001, that 53 per cent of participants had difficulties filling one or more vacancies from year 2000 up to 2001. Only the 44 per cent had made changes to their human resource practices and policies in an effort to improve the situation. (**Alec, 2001**)

Increasing global competition coupled with sophisticated customer expectations means that the growth and survival of firm is becoming more difficult. Selling a particular product or service or to relay on past reputation is no longer going to be sustained without a closer look who make up organizations. When we are talking about an organization we are indeed stressing about the people who constitute the organization that cannot act without. Now a day's organizations are stating that 'employees are our greatest assets'. This indicates that there could be wrong people who are not going to contribute to organizational success and who may even harm. Consistent success is dependent on attracting and retaining high quality individuals who can respond

effectively to this dynamic environment. (**Stephen, & Keith, 2000**) There is also a debate whether applicants are viewed as commodities to be purchased or a customer to be wooed. It is suggested companies that adopt a marketing orientation to recruiting will spend substantial time and money what their potential applicants (customers) want and suite their recruiting practice and messages to various segments of the market. (**Cynthia, Lyle, & James, 2006**)

Staffing and resourcing is a crucial element of human resource management in all organizations despite of their size, structure and sector. Many organizations have sought ways of improving the reliability and validity of selection decisions. Most of the times, decisions are made in an ad hoc manner and reactive way without a systematic analysis of whether specific jobs are needed. Preliminary analysis is needed whether or not a post needs to be filled internally or externally. (**Mick, & Adrian, 2005**)

Many human resource professionals spend much of their time engaged in the activities associated with recruitment and selection of staff. The employment situation over the past years shifts from sellers to a buyer's market and back again. Furthermore, whatever the economic climate swing back and forth the human resource planning process is not simple. Predicting the human resource requirements in accordance with organizational objectives is needed. Factors such as existing skills, training and development provision, carrier progression, labor turnover, and external labor market situations need to be considered. (**Malcolm, & Tricia, 2002**) It is however difficult to predict exactly how many new employees will be hired in a given year for a given job category. The role of human resource recruitment is to build a supply of potential new hires to be drawn when organizational needs arise. Organizations may assign a different degree of importance to recruiting because of varying strategies they pursue. However, all companies need to make decisions in three major recruiting areas, i.e. personnel policies, recruitment sources, and the characteristics and behavior of the recruiter. (**Raymond, John, Barry, & Patrick, 2007**)

Gaining access to qualified candidates is critical to the success of hiring effort. This can be accomplished by using as many channels as possible and creating a pool of qualified applicants. (**HBS, 2002**) One of the earliest management writers F.W. Taylor (1911) stressed the importance of selection for a given job quoting 'the best man for the job'. Taylor introduced the idea that people should be selected for their particular skills and abilities which should be tested prior to

the selection decision. In spite of this suggestion by Taylor, many organizations are seen failing to adopt the basic recruitment and selection procedures which will allow them to attract suitable candidates. (**Stephen, & Keith, 2000**) It needs to be noted here that talent management is fundamentally about matching human resources to the strategic and operational needs of the organization, and ensuring the full utilization of resources. People resourcing is concerned not only with obtaining and keeping the number and quality of staff required, but also with selecting and promoting people who 'fit' the culture and the strategic requirements of the organizations. (**Michael, 2006, p. 358**)

The repercussions of poor selection decisions can be huge and catastrophic for the business as a whole. Its effect on customer service and product quality is significant. We might even end up in dealing with disciplinary cases, in retraining poor performers, and having to recruit replacements for those individuals who have been wrongly selected and/or who resign soon after starting. (**Mick, & Adrian, 2005**)

The coming decades will witness redefining the talent management space. Organizations must ensure they have the talent acquisition process in place, and evaluate the whole process to be successful. Does your organization have the technologies in place to attract, engage and retain the most qualified workers? Is your organization prepared for a retirement surge when the baby boomers leave the workforce at an astonishing rate? These are only two of the many questions talent management professionals should be asking themselves as they prepare for the new decade, and in many ways, a new era in talent management. (**"5 Key," n.d., para 1**)

1.1. Statement of the Problem

Various matters contributed for the escalation of turnover rate either due to internal factors or external traits. From among the disciplines of human resource management "Strategic Talent Acquisition" which is a recently coined term that contributes to the reduction or management of turnover rate will be explored in detail in association with a selected INGO (International Non Governmental Organization) operating in Benishangul Gumuz Regional State of Ethiopia. Organizations talent acquisition practice is deemed to be one of the basic reasons for high turnover rate along with other factors contributing to it.

As many INGO's are adopting themselves to the emerging new ways of talent acquisition, an assessment of these practices will provide a clear picture of how to acquire qualified professionals meeting international standards of recruitment and selection. The study selected an INGO named working in Benishangul Gumuz Regional State of Ethiopia.

To articulate the talent acquisition process to the intended destination we need to make it more strategic that will embrace organizational objectives further. The new emerging term strategic talent acquisition has promised to detach many organizations from the traditional way of thinking. Many organizations are on the verge of remodeling their talent acquisition practice to modern ways. This study assessed how the selected organization is adopting its talent acquisition practice to newly emerging thoughts.

According to Stephen R. Covey a well known personal leadership book writer, he reminds us to "Begin with the end in mind" for effective achievement of personal goals. (**Stephen, 2004, p.97**) He stressed the importance of planning in one's life. When we take this to an organizational level the importance of planning is paramount. While dealing with talent management, workforce planning sets the ground for future human resource needs estimation standing on today. Many scenarios affect the workforce planning practice. This study explored the ability of the organization to exercise workforce planning.

According to my observation most often recruiters and hiring managers fill positions in a hurry and without predetermined set of standards when a human resource need arise. This trend is especially visible in the humanitarian non government organizations responding to emergency situations. Either the position arrived all of sudden or even if it is known in the beginning noting has been done until hiring managers are urged to fill positions immediately. Mostly the recruitment process is not implemented in a planned way. Sourcing mechanism and sourcing strategies are not defined to suite practical situations for each post. Most of all screening mechanism are not identified well in advance or are made up to fit all kinds of recruitments.

Organizations always wonder how recent hires resign from employers before completion of anniversary or one year service. There are so many uncovered reasons for early resignation of new hires before a successful production or even knowing organizational impacts. On-boarding has recently become to be considered as part of the talent acquisition process. Certain

recruitments fails due to misinformation about the organization i.e. not fully aware of policies, organizational objectives, and various environments of the employer. This research study explored the on-boarding (induction) practice of a selected INGO operating in Benishangul Gumuz Regional state.

In our dynamic world where we see rapidly changing terms and emerging new ideas, evaluation of our position is critical. Various ways of evaluating the talent acquisition have been explored in this study.

In general, the following basic research questions are raised in line with this study.

- What is the workforce planning practice?

- To what extent is employer branding practiced?

- What kind of sourcing strategies and assessing mechanisms are in use?

- How is the on-boarding practice imparted for new hires?

- How important is the measurement and evaluation of talent acquisition elements?

- What are the challenges of Talent Acquisition?

1.2. Objective of the Research

In general, this case study explored Strategic Talent Acquisition practices of an International NGO operating in Benishangul Gumuz Regional State of Ethiopia. Research objectives planned to be achieved by the study are:-

- to explore the application of workforce planning practice,

- to identify best recruitment branding strategies that can be adopted to acquire talent,

- to assess sourcing mechanisms and strategies practice,

- to explore assessing mechanisms adopted,

- to explore best practices of talent acquisition,

- to assess challenges of talent acquisition,

- to assess the induction/ on boarding practice, and

- to assess the need of measuring or evaluating talent acquisition practice.

1.3. Limitation of the Study

This case study is limited in the studying of Strategic Talent Acquisition practice of one international NGO operating in Benishangul Gumuz Regional State implementing projects in Refugee Camps. Some kinds of limitations are expected from this study. Willingness of the organization to participate in the study, budget scarcity and time constraint were expected limitations. The study explored components and stages of Strategic Talent Acquisition practice. The data is gathered from staff who are directly involved in the talent acquisition process.

1.4. Outline of Chapter Headings

This research study includes 5 major chapters including Introduction, Review of literature, Data analysis and Interpretation, Summary of Findings, and Recommendation & Conclusion.

Chapter One: Introduction: - The introduction chapter covers major concepts of Strategic Talent Acquisition. Relevant literature is quoted to provide an introduction about the concept.

Chapter Two: Review of Literature: - This chapter presents various literatures written about Strategic Talent Acquisition. The best practices and modern concepts of the literature are reflected.

Chapter Three: Data Analysis and Interpretation: - This chapter presents major findings of the research and interprets data analyzed.

Chapter Four: Summary of Findings, Conclusion and Recommendation: - This chapter presents major findings of the study, suggests recommended measures, and finalizes the study by concluding the study.

1.5. Research Methodology

1.5.1. Research Design

Basic research questions concentrate on the assessment of TA practice of IRC Ethiopia Program Assosa Field Office. Emanating from this research question, a descriptive research approach is implemented

accordingly for a successful accomplishment of the study. Basic components of TA practice are in line with this approach.

1.5.2. Target Population and Sampling Method

The research study basically collected information from human resource professionals and colleagues who are directly involved in the talent acquisition process. The Population size is determined by the number of staff directly involved in the process at International Rescue Committee Assosa Sub Office Ethiopia Program. Questioner is designed to collect data from the sample size. There are 128 staffs working in International Rescue Committee (IRC) Assosa sub-office. There are additional 7 human resource professionals supporting the field office basing at Addis Ababa main office. From among them 30 of them in aggregate including the Addis Ababa main office HR professionals are directly involved in the talent acquisition process. Therefore, the population size is 30. This research draw its sample size using non-probability sampling i.e. purposive sampling, and using an online sampling tool mentioned below, as number of expected respondents who are directly involved in the talent acquisition process are very low. The sample size is calculated based on an online sample size calculator named Raosoft with a 5% sample error, 95% confidence level, and 50% response distribution under consideration. **("Sample Size Calculator", n.d.)** Therefore, sample size is 28. Questionnaire has been distributed to 30 respondents and all are found willing to fill it.

1.5.3. Type and Source of Data

The types of data collected are both primary and secondary. First, the source of data collected is primary from colleagues working at International Rescue Committee (IRC) Assosa Office, and main office. In addition, secondary data is gathered from the organizations Guideline for Workforce planning, Recruitment, selection and on-boarding processes, and internal office reports.

1.5.4. Method of Data Collection

Secondary data is collected by distributing a pre-designed questionnaire that has been distributed to respondents working in IRC Assosa Office and Addis Ababa main office, and by observing

the TA practice of the organization. Primary data is collected by referring the organizations Guideline for workforce planning, recruitment, selection & on-boarding, and internal reports.

1.5.5. Method of Analysis

The statistical analysis of the data is mainly presented by computing the frequency of respondents to each questions raised in the questionnaire and by presenting these in the form of pie-charts, bar graphs, and detail analysis of the data gathered by correlating variables. SPSS data analysis software is used for this study.

The analysis is made by segregating the data collected in to five stages of TA practice of IRC Ethipia Assosa Field Office. The Planning, Sourcing, Assessing, Hiring, and Orientation & On-boarding are the processes assessment result that is covered is covered below. In addition, TA measurement data analysis is also presented. In addition the data is analyzed by observing the TA practice of the organization.

CHAPTER TWO

2. Review of Relevant Literature

2.1. Introduction

The growing employment rate in the technology sector raises implications for organizations and human resource management in India, to insure the recruitment and retention of competent, motivated and innovative workforce. Recruitment has changed innovatively from past till now. Now is time for Talent Acquisition, where Human Resources are seen as assets i.e. Talents. Therefore when we say assets, it needs to be acquired, which lead to a new coined term "Talent Acquisition". The term Talent Acquisition is often used synonymously with recruiting. However, these are two very different things. It is now considered that recruitment is a sub set of Talent Acquisition (TA), which includes the activities of sourcing, screening, interviewing, assessing, selecting, and hiring. In some organizations this extends to early stages of on-boarding. TA as defined by Deloitte, is "a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs". **(Mohan & Sameer, 2014)**

TA is being approached as one component of a broader talent management strategy, inseparable from other key human resource disciplines. Ideally, these goals will be cascaded down the corporate hierarchy to subsidiaries, divisions, departments and individuals as part of a corporate wide performance management strategy. In turn, departmental and individual performance metrics will be adjusted, setting the context for all decisions about employee development, performance appraisals, compensation and requirement. **(Garima, 2013)**

TA is the first step towards organizations' talent management process that ensures the supply of adequate talent in terms of quality and quantity. The time twists have made TA as a strategic alignment to bring congruence between people and purpose. Recruitment and Selection once carried out in isolation, now integrated with organization purpose and functions to yield better match between people, job and organization. Recruitment is critical for not only sustaining competitive advantage but also for basic organizational survival. **(Varuni &Suresh, 2014)**

Recent business factors, such as increasing competition and the short age of talented workers, have encouraged organizations to focus on the results of the full talent acquisition life cycle that are shown in the below diagram.

Figure 1.1. Talent Acquisition Life cycle. (Ruchi, & Caral, n.d, p.1)

During the last decade talent shortage has emerged in the workplace. Companies are now faced with dilemma of how to address talent management and reformulate strategies especially in today's global economy where organizations must invest in human capital to combat the talent shortage. Organization leaders must achieve long term stability from their talent management strategies to remain competitive in the global economy and not engage in short term approaches that result in economic crisis such as massive layoffs. **(Victor, 2014)**

One of the key issues in recruitment philosophy is whether to promote largely from within the organization. Some organizations, such as General Electric and United Parcel Service, put great emphasis on developing and socializing managers within the firm from the ground, while others prefer to hire proven talent from the outside. The second aspect is whether an organization seek people with skills sufficient for active vacancies or it try to attract talented candidates that feed the management pipeline of the future. A short term view may emphasize filling positions quickly, while a long term view may tolerate in finding the right people in the long haul. The third aspect is about hiring a diverse range of staff. Some organizations are still at the Equal Employment Opportunity and Affirmative action stage, where as others are valuing diversity as a central principle of the organizations life. The fourth aspect is whether to consider applicants as

commodities to be purchased or as customers to be served. Organizations that adopt a marketing orientation to recruiting will spend a substantial time and money what their customers (potential applicants) want and to tailor their recruiting practice and align messages to various segments of the market. **(Cynthia, Lyle, & James, 2006)**.

TA provides a foundation for all other talent management disciplines. If you do not have an efficient, effective methodology to acquire the right talent at the right time, in the right place, and at the right cost, the other disciplines will suffer. Optimize talent acquisition, and you will pave the way for positive impact across talent management, from workforce planning to learning and development, succession planning and compensation. By planning improvement based on a strategy that encompasses all aspects of talent acquisition, organizations can achieve significant results in terms of cost, efficiency, and business impact. **(George, 2011)**

Back in 1997, McKinsey coined the phrase, "war for talent". Today, one could argue that the war is over and "the talent won". While unemployment remains high among many groups, highly skilled workers are in great demand. This made it critical for organizations to become a talent magnet and creating a steady pipeline of top people. This attraction should reach both outward and inward. Externally, organizations need to focus on building and communicating a strong and relevant employment brand. Treating all employees as a brand ambassador is also an option. **(Josh, 2013)**

It is no longer sufficient to be effective in selling a particular product or service or to relay on past reputation. Increasing global competition together with sophisticated customer expectation means, that growth or even survival of a firm is difficult. Yet when we talk about organizations we are obviously taking about the people who make up organizations. Organizations are stating that employees are their greatest asset. This implies that there can be wrong people, individuals who will not contribute to the organizations success, and who may even harm the organization. Hiring the right people has high importance and is dependent on effective recruitment and selection procedures. **(Stephen & Keith, 2000)**

The usage of e-recruiting and web functionalities had become a collaborative approach in acquiring and managing talent. Online web browser access, interactive faces, social networking, and the community are common places where candidates can be reached. Today, internet users

are ranging from old to young, male and female, skilled and unskilled. Web recruiting is no longer limited to professionals and salaried positions. It is also being used increasingly in recruiting for hourly based jobs. **(Mohan & Sameer, 2014)**

As talent is rare, valuable, difficult, and hard to substitute, organizations that attract, select, and retain better talent outperform those that do not. It is visible that social enterprises, like other organizations, compete with each other to attract better talent. Since the sector is not perceived to be glamorous and remunerative as the corporate sectors, the talent pool available to social enterprises is limited. High turnover of qualified employees in social enterprises has a negative impact on recruitment, training, and service effectiveness. Given the lack of competitive incentive systems in the sector, filling a position in a social enterprise poses significant challenge. Vacant positions may be filled for the time being, but with a reduced chance of retaining qualified candidate, additional cost of training, and chances of service interruption. **(Mathew & Abhishek, 2011)**

Suitability for a job is typically assessed by looking for that are required for a job. This can be achieved through screening resumes and job applications which is an assessment that asks for more detail background. Various psychological tests can be used to assess a variety of Knowledge, Skills, Abilities, and Other Characteristics (KSAOC's). In many countries, employers are legally mandated to ensure their screening and selection process meet equal opportunity and ethical standards. Multinationals organization and those that recruit from a range of nationalities are also concerned whether or not candidates will fit into the prevailing company culture. **(Wikipedia, 2011)**

On-boarding also known as organizational socialization refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. Methods used in this process include formal meetings, lectures, videos, printed materials or computer based orientation to introduce newcomers. Research has witnessed that these socialization tools lead to positive outcomes for new employees. These outcomes are particularly important to an organization looking to retain a competitive advantage in an increasingly mobile and globalized workforce. **(Wikipedia, 2014)**

2.2. Workforce Planning

Workforce planning is a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulator, service and production requirements and organizational objectives. (**Wikipedia, n.d., para 1**) Human resource planning determines the human resources required by the organization to achieve its strategic goals. As defined by Bulla and Scott (1994) it is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. It is generally concerned with matching resources to business needs in the longer term, although it will sometimes address shorter term requirements. It addresses human resource needs both in quantitative and qualitative terms, which means answering two basic questions. First, how many people, and second, what sort of people? Human resource planning also looks at broader issues relating to the ways in which people are employed and developed in order to improve organizational effectiveness. It can therefore play an important part in strategic human resource management. (**Michael, 2006, p.363**)

A common mistake managers make is failing to first define what they are looking for in an employee. To avoid hiring problem employees, you must understand what to look for and what to avoid. You should look further than whether and employee is stable or dependable. Some basic qualities should apply to all employees; whereas others will not be a matter of right or wrong as much as making sure the applicant's personality fits the position. Some employees are good with people but lousy with details. Others are great with task but lack people skills. One frustrated manager described a customer service representative by saying, "He does not understand that he has to be polite. He just says things in a way that makes people want to hurt him." In order to find the best fit, you should answer basic questions about the position before you evaluate applicants to fill it. (**Gleen, 2005**)

Workforce planning is the process of assessing demand for labor against the potential supply and preparing steps to ensure that they match in each of the organizations main skill or job categories. Traditionally, this was expressed in terms of anticipating and avoiding problems created by either surplus (leading to the need for redundancies) or shortage (leading to the need for emergency recruitment). In practice, this is a more dynamic and continuing process. Planning

in tight labor market, where there may be a shortage of key skills is a different proposition from planning in markets where appropriate skilled labor is abundant. Shedding staff in countries such as many of those in Europe, where labor laws make that more expensive, is different from reducing numbers in some of the poorer countries of the world or in the US, where there are few associated costs. **(Hilary, Chris, & Paul, 2003)**

"Begin with the end in mind." This is one of the seven habits of highly effective people promoted by thought leader Steven Covey. It provides an excellent insight into organizational effectiveness. If the "end" in recruiting is to deliver the right person for the job, it becomes imperative to create a meaningful connection with talent. The ability to connect or even better, to develop relationships, and offer meaningful and accurate insights into your unique employment value proposition will provide a real competitive advantage in what promises to be an increasingly difficult labor market. **(Ryan, n.d. p.19)**

"Talent" defined for some organizations, refers to those in leadership or executives positions. For others, it includes those who have been identified as having the ability and aspiration to assume those leadership roles in the future. The Washoe county department of human resource believes that, all employees, regardless of their position or aspiration, possess talent that should be identified, utilized, managed and developed. Strategic Talent Planning is one component of a set of processes that provides managers with the necessary information to make strategic human resource decisions based on identifying and forecasting talent needs in support of the department's mission and strategic plan. While most workforce planning efforts focus solely on reacting to current and anticipated position vacancies, talent planning is aligned with the overall business strategy and helps to solve the full scope of talent management challenges and create a high performing and sustainable organization. **("Strategic Talent," n.d. p 6)**

Top talent is today's competitive differentiator that makes the difference between organizations. However, the impact of the roles performed by that talent is not identical across an organization. Some roles have a greater impact than others. Companies in all industries have a set of critical roles; jobs that must be performed and performed well for the companies to succeed. These positions are not confined to leaders and executives. Critical positions may lie at the core of conducting everyday business or be central to long-term new product strategy. Companies that do not have the right people in critical jobs forfeit revenue growth, innovate more slowly, and/or

lose competitive advantage because they are unable to adapt to market dynamics. Organizations need to define, attract, and develop the right mix of critical talent to support and grow their businesses. To ensure a flow of the right talent for these roles over time, the best practice is for organizations to build critical talent pipelines. **("Building Critical," n.d. p 2)**

Most workforce planning efforts focus on top executives, management, and critical roles. Thirty to forty of the companies surveyed report using workforce planning to forecast the supply and demand of talent in these roles for one to two years in advance, and 33% of companies report forecasting top executive talent needs three or more years in advance. However, below the senior leadership level, few companies are looking out beyond two years to identify the kind of skills and capabilities needed to support the business long term. Only one out of ten companies forecast its talent requirements for front line management and critical non management roles three or more years into the future. Remarkably, at least one fifth of all companies do not forecast supply and demand for any employee segment according to research made by Hewitt's Human Capital Consulting in October 2008. **("The State of Talent," 2008, p.10)**

The talent gap created by experienced and skilled baby boomers leaving the work force will be large. Even if most of the replacements for retired workers come from within the company, new hires are still needed to replace the replacements. With these retirement and internal promotions in mind, HR professionals should plan ahead and adopt strategies. Remember that the candidates being hired today will be in line for those leadership positions currently held by baby boomers. **("5 key", et al., n.d. para 14)**

2.2.1. Importance of Workforce Planning

HR planning can be regarded as important for at least four sets of reasons.

1. It encourages employers to develop clear and explicit links between their business and human resource plans. This helps to integrate the two more effectively. There are two ways in which this linkage can be viewed. First the degree of fit between HR planning and the broader strategic plans, and the ability of the HR functions to deliver precisely what the business require. Second it can be viewed in terms of an interactive relationship between corporate and HR plans. The latter contributing to the development of the former, and at least demonstrating that longer term business goals may not be achievable

if there are problems with labor supply. Either ways, HRP can be viewed as a major facilitator of competitive advantage. **(Mick, & Adrian, 2005, p 159)**

2. It allows for better control over staffing costs and numbers employed. It is important for employers to make projections about anticipated staffing needs, irrespective of whether a growth or decline in numbers is predicated, because this make decisions about recruiting from the external labor market, relocating staff, or preparing for reductions in numbers employed in order to achieve greater control over staffing costs. **(Mick, et al., 2005)**

3. It enables employers to make more informed judgments about the skills and attitude mix in the organization, and prepare integrated HR strategies. While it is important to ensure a match in numbers employed, it is also critical to achieve the right skills mix among the workforce. Choices about the skills mix can be linked to decisions about the future shape and nature of the business, and shifts can be planned in advance. For example if an organization is shifting in to a customer oriented approach, decisions are required about whether existing staff can be retrained or new recruits are needed. **(Mick, et al., 2005)**

4. It provides a profile of current staff in terms of age, gender, race, and disability, which is important for an organization claiming to promote equal opportunity. Without accurate and up to date figures on existing staff numbers and their breakdown by grade and position, it is impossible for employers to make decisions about how equality management can be achieved. **(Mick, et al., 2005)**

Several techniques have been used to derive HRP. Broadly these have been applied to three sets of issues including the forecasts of future demand for labor, forecasts for internal supply, and forecasts of external supply. **(Mick, et al., 2005)**

2.2.2. Strategic Workforce Planning

Strategic Workforce Planning is the framework applied for workforce planning and workforce development, where the links between corporate and strategic objectives and their associated workforce implications are demonstrated. Strategic Workforce Planning takes in to account the projected loss of knowledge through employee exits and the projected knowledge requirements for sustaining and progressing the business. **(Wikipedia, n.d.)**

The Strategic Workforce Planning process is linked with the organization's strategy. It's important to identify the talent needs that could adversely impact business success. Once the business risks are recognized attention turns to schedule and timing, where organizations assess current internal capabilities. Implementation and execution are the final steps that follow. According to Wikipedia workforce planning has five fundamental steps, that are Environment scanning, current workforce profile assessing, future workforce view, analysis and targeted future, and closing gaps.**(Wikipedia, et al., n.d.)**

In order for a talent plan to be truly effective, it must be more than a replacement strategy. A talent plan is an integral part of every department's strategic plan. During the strategic planning process, each department completes a comprehensive analysis of their mission, work, resources and strategic direction, making talent planning a subset of completing that exercise. All things considered, you will not be able to accomplish your mission and reach your desired future state without your workforce. Therefore, your strategic plan must include objectives to ensure that you have the right people on board, ready, willing and able to do the things that need doing. **("Strategic Talent," n.d., p 10)**

Strategic Talent Planning aligns organization's human capital with its business direction. It incorporates the following basic works.

- Analyzing the current work, structure, people, and proficiencies

- Forecasting the future needs in these areas

- Identifying any gaps or surpluses between the current and future states

- Identifying and implementing solutions to address the gaps and surpluses so organizations can accomplish their mission and strategy, and

- Monitoring and evaluating the plan to ensure results are being achieved. **("Strategic Talent," et al., n.d., p 11)**

There are four major steps recommended by Washoe county human resource department to conduct strategic talent planning as seen in the below figure 1.2.

Figure 1.2. Strategic Talent Planning Model ("Strategic Talent," n.d., p 11)
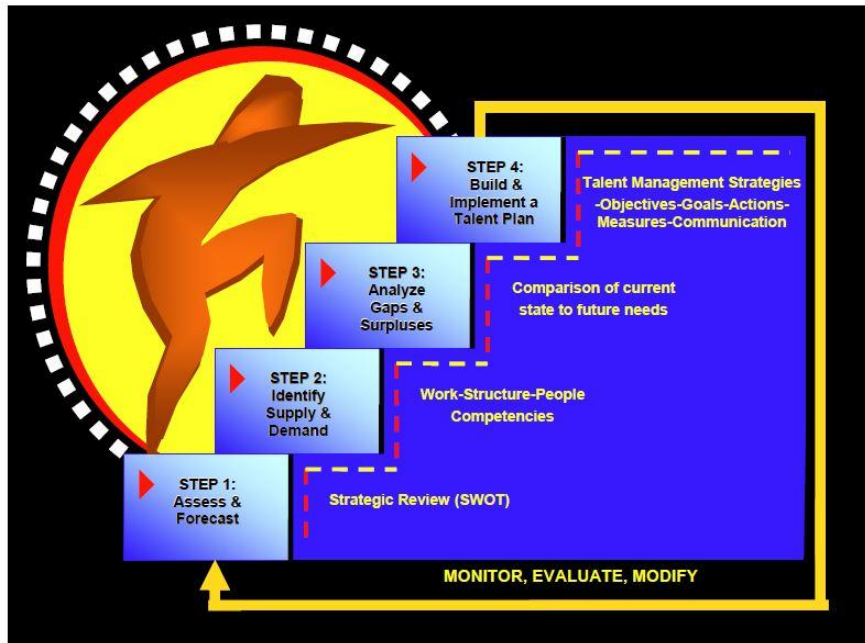
Step 1: Assess and Forecast

Once the mission, vision, values, and strategic direction are determined, the organization will be ready to begin an analysis of the internal and external environments in which it operates. This strategic review is most often conducted utilizing a common business tool, the SWOT (which is an acronym for Strength, Weaknesses, Opportunities, and Threats) analysis. Identifying internal strengths and weakness, and the external opportunities and threats the organization face will provide with a great deal of information for the strategic plan in general. It will also serve as the foundation for the remaining steps i.e. step 2, 3, and 4. **("Strategic Talent," et al., n.d., p 12)**

Figure 1.3. SWOT Analysis for Strategic Workforce Planning ("Strategic Talent," n.d., p 23)

Step 2: Identify Supply and Demand

Supply and demand analysis will be based on strategic direction and the information collected during strategic review. During this step assessing whether or not the jobs, the people in the firm, the capabilities they possess and the workload demands are balanced today and in the future to enable the organization to deliver based on its mission. The supply and demand analysis uses information from the SWOT analysis to help the organization review the jobs in departments, the competencies needed to successfully perform in those jobs, and critically evaluate the employees holding those jobs in terms of their abilities, potential, and retention. (**"Strategic Talent," et al., n.d., p 12-27**)

The most common personnel planning methods involve using simple tools like ration analysis or trend analysis to estimate staffing needs based on sales projections and historical sales to personnel relationships. Knowing your products or services expected demand is paramount. The usual process is therefore to forecast revenues first. Then estimate the size of the staff required to achieve this volume. (**Gary, 2006, p 71**)

A qualifications inventory can facilitate forecasting the supply of internal candidates. Qualifications inventories contain summary data such as each current employee's performance record, educational background, and promotability, compiled either manually or in computerized system. Forecasting the availability of internal candidates is particularly important in succession planning. In a nutshell, succession planning refers to the plans a company makes to fill its most important executive positions. In practice, the process often involves a fairly complicated and integrated series of steps. (**Gary, et al., p 73**)

The supply analysis provides with information on the current and future supply of talent by considering data on the current jobs, workloads and capacity, staffing, and competencies. To complete the supply analysis identifying the following seven key areas is essential.

- Identify All positions or titles,

- Identify Key positions (this helps the organization to understand where there is a need to focus attention when a vacancy occur, where elimination of a job might be feasible, and where there is a need to provide opportunities for development of qualified replacements

- Identify Critical Competencies (KSA's which stand for Knowledge, Skills, and Ability),

- Identify list and name of incumbents,

- Identify "At Risk" employees,

- Identify time frame of leaving employees, and

- Identify each employee's strength. **("Strategic Talent," n.d., p 12-27)**

Demand analysis requires forecasting the future activities, workloads, people, and competencies needed to accomplish the organization mission over the next five years. The organizations SWOT analysis should contain valuable information to help it consider how changes in such areas as workforce demographics, turnover, tasks, citizen priorities, and technology will impact the organization and its talent management practice. Steps for completing the demand analysis include:

- Identifying Key positions in the future state (What will be the critical or key job?),

- Identifying Critical Competencies (KSA's for each job in the future state). Will there be new or different knowledge, skills, and abilities needed to perform the job?, and

- Identifying Development needs for each employee (What knowledge, skills, and abilities will the employee need to develop?). **("Strategic Talent," et al., n.d., p 30-31)**

Step 3: Analyze Gaps and Surpluses

The Gap/ Surplus analysis compares the information from the supply and demand analysis in order to identify the difference between the current and future conditions of the organization's talent resources. This analysis will enable the organization to see where there are differences in what is currently available and what will be needed in terms of the human capital. Where demand exceeds supply you will have a "Gap" indicating you may be facing a shortage of workers, skills or a specific demographic. And where supply exceeds demand you will have a "Surplus" that may indicate jobs or skills that will not be needed or not needed to the same extent in the future. To complete the analyzing of gaps and surpluses step you will need to analyze four sets of data:

- The jobs in your department or organization,

- The competencies required in those jobs,

- The strengths and development needs of the individuals holding the positions, and

- The demographic characteristics of the individuals in the department (age, ethnicity, gender, and race) ("**Strategic Talent," et al., n.d., p 17**)

Step 4: Build and Implement a Talent Plan

Your plan will address the gaps and surpluses identified. The previous three steps in the Strategic Talent Planning process have provided us with detailed information to build a plan so that the human capital strategy will be able to support your overall department and ultimately to the organizations strategy. Depending upon the key issues identified, the talent plan may include goals for job evaluation and compensation, performance management, succession planning, diversity initiatives or any other aspect of human resources in order to support accomplishment of the overall strategy. **("Strategic Talent," et al., n.d., p 12 &18)**

In general, it is good to ask how mature is your workforce planning capability? One company may refer to a spreadsheet of current head count as "workforce planning". Another may have an advanced planning capability with automated integration of employee data, supporting software, scenario modeling, and institutionalized processes. Understanding where you stand in the workforce planning maturity spectrum can help you set expectations, gain support, and advance your capability. With advanced workforce planning, companies can give talent acquisition the critical ability to take action early on the upcoming talent needs. **(George, 2011)**

2.3. Recruitment Planning

Once the hiring manager has completed the human resource requisition and forwarded it to the recruiting department, he or she may assume that work will begin immediately. In reality, this may or may not be the case. The process of assigning specific requisitions to specific recruiters should be clearly defined. Doing the following basic tasks is recommended:

- **Define an unambiguous requisition routing path.** Make sure that hiring managers know exactly how (and to whom) requisitions should be routed for delivery to the designated recruiter as quickly as possible.

- **Log each requisition.** Time-stamp each requisition upon its arrival within the recruiting department. This will create a definitive record of when the ball is in your court. The days to fill clock starts ticking at this point. In other words, don't charge yourself with the days to fill time before having the requisition physically in your possession.

- **Assign each requisition to a specific recruiter.** You may wish to assign requisitions based on recruiter specialty. IT requisitions are routed to IT recruiters. Nonexempt positions are routed to nonexempt recruiters. Executive level searches are handled by executive recruiters, and so forth. Minimal bench strength makes specialty assignments unrealistic. Many organizations have only one or two recruiters to share the entire recruiting workload. In such instances, a workload balance strategy makes the most sense. Personally, I believe workload balancing always makes good sense regardless of the number of recruiters on your team. I encourage specialty training so that each recruiter can back up his or her fellow recruiters when necessary. **(Christopher, 2007, p 110 -111)**

As a general rule, requisitions are acted on according the order of days are received. There will be times, however, when common sense or an urgent situation demands a different prioritization strategy. Whenever recruiters have too many requisitions on their table to give each one an appropriate amount of time and attention, the following ideas are recommended;

- Reallocate requisitions to more evenly distribute the recruiter workload,

- Bring in temporary help (recruiters or administrative staff),

- Utilize research or third part recruiting firms,

- Communicate openly and honestly with all hiring mangers and reach consensus regarding which requisitions are urgent and which can be put on a low priority,

Here you have to be sure to have your clients (that is, the hiring managers) in the boat with you when making prioritization decisions. When you have a hiring manager's permission to put a requisition on hold, remember to freeze the days to fill clock until recruiting activity is resumed. **(Christopher, et al., p 111-112)**

How Are Candidates Sourced?

We should note that specific sourcing strategies are applied as needed to identify appropriate candidates. This means that we do not fly by the seat of our pants with each new requisition. The recruiting department that is dedicated to excellence will examine standard and creative sourcing techniques with a critical eye. What is working best for us? What is the most cost effective? How might we improve? **(Christopher, et al., p 112)**

How Are Candidates Screened?

Again, we should develop a specific blueprint and follow it towards ensuring consistent quality of work. We need to partner with hiring managers to identify specific screening criteria such as:

- **Required Skills and Credentials.** As previously discussed, the well-written requisition will differentiate between required and desired criteria. Our initial screening activities should focus on identification of requisite skills, education and experience.

- **Tests and Measurements.** Recruiters often utilize testing and measurement techniques to ascertain the level of candidate expertise. This may be a relatively informal process. For example, the hiring manager may prepare screening questions along with the specific answers we should hear from any qualified candidate. Recruiters will simply administer the questionnaire and pass or fail candidates according to their answers. We may wish to take a more formalized approach such as competency examinations for skills such as typing (speed and accuracy), math proficiency, and software related skills, among others. **(Christopher, et al., p 113)**

Finally, addressing the following consecutive queries is also essential in recruitment planning.

- When or How Are Candidates Introduced to the Hiring Manager?

- How or When Do Hiring Authorities Provide Feedback to Recruiters?

- How is Hiring Decisions Made?

- How is an Offer or Notice of Rejection Conveyed to Candidates? **(Christopher, et al., p 113-116)**

2.4. Employer Branding Strategy

Employment branding includes activities that help to uncover, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization. **(Garima, 2013, para 3)** The term "organizational image" and "corporate reputation" have been used interchangeably in the literature. Barber (1998) suggests that the most comprehensive definition of organizational image is "the way people perceive an organization … in terms of knowledge, beliefs and feelings". Gatewood, Gowan, and Lautenschlager (1993) define corporate image as a general reaction to the organization name. In a more general context, Formbrun (1996) defines corporate reputation as "the "net" affective or emotional reaction … to the company's name". These very similar definitions suggest that image and reputation are different names for the same construct. **(Robert, & Michael, 1999, p 84-85)**

According to Chartered Institute of Personnel Development (CIPD) (2008) employer brand is a set of attributes and qualities often intangible that makes an organization distinctive, promises a kind of particular employment experience and appeals to those people who will thrive and perform to their best in its culture. The employer brand value is an outcome of what organizations speaks and acts. Employer brand is key for talent attraction. An employer brand needs to speak to what individual determine whether they are a good fit for the organization. **(Varuni, & Suresh, 2014, para 3)**

Organizations wishing to portray an appealing message to potential applicants may develop an "employment brand" to attract applicants. Am employment brand is a "good company tag" that places the image of "being a great place to work" or "employer of choice" in the minds of candidates. Under a branding strategy the US Marine Corps emphasized the marines as an elite group of warriors rather than focusing on the financial advantages, which had been done in the past. Beyond this another employment brand may be value or culture based. For example, GE

(General Electric) has long promoted its high performance expectations in order to attract achievement oriented applicants seeking proportionate rewards. **(Herbert, & Timothy, 2006, p 231)**

Besides advertising specific job openings, organizations may advertise themselves as a good place to work in general. Advertising designed to create a generally favorable impression of the organization is called image advertising. Image advertising is particularly important for organizations in highly competitive labor markets that perceive themselves as having a bad image. **(Raymond, John, Barry, & Patrick, 2006, p 155)**

In recent years considerable interest has developed in the area employers have much to gain when competing for staff by borrowing techniques long used in marketing of goods and services to potential customers. In particular many organizations have sought to position themselves as "employers of choice" in their labor markets with a view to attracting stronger applications from potential employees. Those who succeeded have often found that their recruitment costs fall as a result because they get so many more unsolicited applications. **(Derek, Laura, & Stephen, 2005, p 132)**

Mary Oslin in her interview to Roger Vozar for smart business Northern California magazine mentioned that even though pipelining, mobile recruiting employer branding and use of social networking sites are the current trends in TA, every company should seek to improve its branding and reply to applicants. It is not good to start developing a reputation of being a black hole. Eventually, word will get around and people will be told not to bother sending you their resume. Establish a procedure to contact the candidates who are not selected, whether by email or phone. Those who are not hired may walk away disappointed, but you want them to be impressed that the process was professional and they were treated with respect. **(Mohan, & Sameer, 2014, p 83)**

It is not difficult for large and reputable social enterprises to retain their employees since these organizations have a brand name. Employees feel a sense of pride and recognition by associating themselves with such organizations. These are mostly international social enterprises or large social enterprises, for whom the acquisition and retention of talent is apparently not a problem. However, organizations do not grow large overnight; nor are they started as large ones in the first

place. Along with the growth in size, some organizations make deliberate attempts to enhance their brand image. While the image building exercise is relatively easy for social enterprises because of the generally acceptable nature of their social objectives, it is the consistency and commitment with which they promote such social objectives that builds the image of the organization. (**Mathew, & Abhishek, 2011, p 15-16**)

The first essential idea forecasted for the year 2014 by Bersin Deloitte Consulting LLP was the need to build a globalized, integrated employment brand. Today's employment brand walks out the door every night, as employees go home, and post news on Facebook or LinkedIn about what happened at work. If you are not taking your entire employee value proposition seriously, you are then likely seeing candidates flow weaken. Tools like Glassdoor, Twitter, and Facebook make it very easy for your employees to communicate the pros and cons of working at your company. The predication for 2014 suggests that TA leaders partner with chief marking officers and build out an authentic, localized employment value proposition in each major location. This can only be accomplished by evaluating your current brand, i.e. interviewing and surveying your current employees because nothing is more damaging than an employment brand which does not turn out to be true when the newly hired employee shows up at work. (**Josh, 2013, p 43-44**)

2.4.1. Eight Steps for Employment Brand Development

An employment branding initiative will help complete the right image around your employment experience, and engage the talent necessary to accomplish key business objectives in the future. Elevating the exposure of your organization as an employer of choice is necessary to succeed in an environment that is increasingly more employee favorable. Where your organization is on the continuum of brand development, implementation, and strategy, the following eight concepts will help guide your efforts in branding your organization as an employer of choice. (**Ryan, n.d., p 10 -13**)

a. Understanding your business objective

What is your leadership vision for the future direction of your organization? What is the commitment to growth, new markets and business development? To the extent that it is possible, you need to engage leadership in supporting the employment branding initiative and encourage

dialogue to help close any knowledge gaps with respect to near and long term organizational objectives. **(Ryan, et al., n.d.)**

b. Identify your Talent Needs

Determine the talent needed to accomplish key business objectives in the future. Engage in workforce planning to clearly define the strategy necessary to align the needs for talent acquisition with the future direction of the business. Determine which skills are most critical to support the evolution of your organization, and assess where gaps exist among the present workforce. A well organized talent acquisition plan is essential for achieving consensus and to bring the appropriate financial support. **(Ryan, et al., n.d.)**

c. Determine the Employment Brand Attributes

Take in to consideration the things that shape your organization, such as mission, vision and values. Consider the role of the employment brand as a promise to candidates about the employment experience you offer, and make certain that the messaging is indeed accurate. At this stage in the process, it is often useful to conduct employee population focus groups to best ascertain what attributes are legitimate and echo most powerful with your contributing talent. There are tools available to obtain feedback online, or you can hold moderated roundtable sessions to encourage open dialogue around the employment experience among quality performers. In addition, creating the awareness and working toward bridging any existing gaps are truly important steps in the effort to brand your organization as a true employer of choice. **(Ryan, et al., n.d.)**

d. Look for Synergy with the Corporate Brand

Many organizations have made great efforts to perpetuate and image of the product or services offerings that define their brand. It is important to consider how to best incorporate this messaging into the context of recruitment communications. The role of marketing and corporate communications is often essential in the employment brand development process, to the point where we now see hybrid HR/marketing roles emerging within leading organizations (with jobs emerging like "employment brand manager" or "employment marketing manager"). **(Ryan, et al., n.d.)**

e. Develop a Communication Plan

This action outlines the talent engagement strategy and defines important considerations like budget, timing, markets, media and project priority. Perform some competitive intelligence gathering to benchmark your organization against leading firms and industry best practices. Based on your own internal due diligence, determine what high impact areas need to be addressed first. Make a case for the appropriate investment allocation and through planning, shape your efforts and timeline toward process improvement. There is a plethora of offline and online media channels available to communicate your employer value proposition to your target audience, including web, print, social networks, events, public relation, alumni events, etc. Here the key point is to test and trial these channels and arrive at a communications strategy that provides maximum impact and efficiency for minimum investment. **(Ryan, et al., n.d. p 37)**

f. Develop the Messaging and Creative Content

A strong employment brand is synthesized through a theme designed to resonate with the target hiring demographic. The strongest themes introduce the organization and allow for the opportunity to develop messaging that will engage the right candidates. Extend the messaging to focus on what you offer that is unique, different or better in the context of your carrier opportunities. Strive to achieve consistency in communication through all external channels and consider focus group testing both internally and externally prior to the execution, to ensure the message is on target and the employment brand achieves the desired impact. **(Ryan, et al., n.d.)**

g. Establish Metrics

The proverb that you cannot improve what you do not measure certainly applies here. At the beginning, metrics based on desired outcomes should be established. Employment branding is as much an internal process as it is an external one. To determine if you are living the employment brand as an employer, solicit feedback from recent hires and those employees whose contributions you want to replicate. Equally important is obtaining feedback from those desired candidates who turned down an offer of employment, and developing improvements to address those issues. **(Ryan, et al., n.d.)**

h. Execute and Evaluate

Once you are ready for marketplace execution, you need to develop a platform of internal communication with a target launch date for the new employment brand. Give employees multiple touch points with the new employment brand by leveraging technology and appropriate internal communication channels. Unveil the new theme, visuals and supporting strategy to engage new talent. This will create the necessary awareness and support among key employee stakeholders, who can leverage the new employment brand strategy to further perpetuate the right image around your organization as an employer of choice. Keep in mind that employment branding is an ongoing process, evaluating the success regularly is needed. (**Ryan, et al., n.d.**)

In generally, organizations are building stronger employment brands as part of their talent strategy. Leading organizations have clearly defined employment brands that include a strong focus on diversity and corporate social responsibility. Increasingly, employers are coming to understand that a winning strategy includes a compelling employment brand, an inclusive work environment, and the foundation of strong values. Without these key components, it will be nearly impossible to succeed in today's talent market. (**"The State of Talent", 2008, p. 10**)

2.5. Sourcing Strategy

In a complex global business environment, the pending retirement of baby boomer leaders, coupled with a shortage of high skilled workers, has many executives worried about their talent pipelines. According to Talent Management magazine, 60 percent of organizations report that developing this talent is their challenge. (**"Taking Measures", n.d., p 6**) Only a talent resourcing process that is well defined and well executed from start to finish yields consistent and compliant results which will in turn yield a competitive advantage in the war for talent (**Mathew, & Abhishek, 2011, p 12**)

A critical element of an organization's recruitment strategy is its decisions about where to look for applicants. The total labor market is enormous and spread over the entire globe. As a practical matter, an organization chooses for communicating its labor needs and the audiences it targets will determine the size and nature of the labor market the organization taps to fill its vacant positions.

Regardless of the general economic climate, a tight labor market for key skills requires a system with the ability to mine the talent database to find the right talent and skills to fill critical roles. A survey of company recruiters by the Corporate Executive Board found that most are struggling to hire qualified job seekers. More than 80 percent said that fewer than half their applicants were qualified, even though the number of unemployed has surged since the last recession began. Although attraction and retention difficulties vary by region, they are acute for critical-skill employees globally. **("Building Critical", 2013)**

2.5.1. Talent Pipeline

Doing sourcing right requires pipelining. According to Aberdeen Group's 2012 Talent Acquisition Market Report, the top strategic action for HR and recruiting professionals is "building and expanding a talent pipeline regardless of current hiring needs. With the growing reach of social media, recruiters are looking for ways to be more proactive in building talent communities and managing a database of talent sources." **("White Paper: Best", 2012, para 4)**

Successful sourcing often starts with a focus on passive talent, and finding ways to not only identify and connect with them, but to keep them engaged over an extended period of time. In LinkedIn's 2011 Global Recruiting Trends Survey, two thirds of talent acquisition leaders said they place an emphasis on hiring passive talent, while 82 percent use one or more methods to stay continually engaged with these passive candidates. Among the top tactics are keeping a running list of previously interesting candidates (as well as ones who may be suitable for future roles), keeping an active dialogue with interesting candidates, and sharing leads with colleagues. **("White Paper: Best", 2012, para 4)**

5 Key Reasons to Build a Talent Pipeline are:

- It helps to identify talent early. If you are waiting until you need a hire to start looking for candidates, you are too late.
- Reduction of time to fill job. Establishing an ongoing dialogue with candidates gives you the option to accelerate the discussion when the time is right.
- Prevents superstar candidates from slipping away. When the time to hire arrives, you are already top of mind for your chosen candidates, reducing the risk of a salary war against the competition.

- Minimizes the business disruption caused by vacancies, especially unexpected ones, making you a better partner to the business, and

- Strengthen your company employment brand, as well as awareness that you are hiring, by being continually out there engaging future candidates. **("White Paper: Best", 2012, p 2)**

2.5.2. Social Media Recruitment

While social networking has been a consumer focused resource for many years, it more recently gained recognition as an enterprise centric tool that could be used to empower company's internal business processes. When used appropriately, organizations can develop more extensive relationships with customers, shareholders, employees, as well as candidates. Cutting edge recruiting departments have taken social networking a step further by posting jobs, career updates, and other relevant information about their brand through websites to reach a wide range of potential future employees. ("**Social Sourcing," 2013, p 1**)

As a concept, social sourcing is not innovative recruiters have always networked to find candidates and fill jobs. However using social networks on the internet to support candidate hunting is new, on the rise and requires a different set of communication skills. An impressive 75 percent of best in class companies from recent Aberdeen's talent acquisition survey indicated that social networking is a critical part of their recruiting process, showing that top companies truly do realize how useful social can be for their recruitment. ("**Social Sourcing," et al., 2013, p1**)

When sourcing professionals use social networking tools in their talent acquisition process, there's a dramatic improvement in business outcomes. Surveyed companies that use social networking in their recruiting process found the cost of hire and time to hire per new employee to be dramatically more efficient than companies who do not use social networks. ("**Social Sourcing," et al., 2013, p1**)

However, recruitment via social networking sites such as Facebook or LinkedIn is still greeted with some skepticism in the HR community. According to survey, opinion is sharply divided among HR managers about the potential benefits with 38 percent of respondents agreeing that

social media sites provide a great way to reach potential while 26 percent disagreeing. **(Garima, 2013, p 226)**

2.5.2.1. The Pros of Social Media in the Talent Acquisition Process

Social media offers recruiters several advantages.

- These applications expand talent pools beyond geographic boundaries, allowing employers to reach a global audience.
- They allow candidates to find talent acquisition professionals. Most people find jobs through personal or professional networks.
- As organizations continue to do more with less, these technologies are extremely cost effective. It costs little to establish a social media presence, although managing those networks can be challenge.
- Perhaps the most compelling reason to use social media in HR and the talent acquisition process though is, because it is inevitable. Most large organizations already have prominent social media presence and leverage it to improve their employment brand and to find active and passive job candidates. **(Shelly, 2011, p 6-7)**

2.5.2.2. The Cons of Social Media in the Talent Acquisition Process

One of the challenges HR professionals face when entering the social media market is, that it is growing at seemingly high rates with new players regularly entering the arena. This makes it difficult to know where one should concentrate efforts when it comes to talent acquisition. **(Shelly, et al., 2011, p 6-7)**

With so many choices available, choosing one or more to use is a viable concern for job seekers and recruiters. For job seekers, maintaining multiple social media accounts could easily become a full time job. The same is true for recruiting professionals, but added to that concern is whether they will be using the right application for their talent acquisition needs as these platforms develop. Unfortunately, it will take time to see what application emerges as an overall or industry specific leader. **(Shelly, et al., 2011, p 6-7)**

In general, throughout the coming decade, social networks will continue to be the best way to form relationships with both passive and active candidates. Instead of the onetime static

relationship candidates might have expected from recruiters, social networks will allow recruiters to have long term dynamic relationship with an extensive talent pipeline. By formally incorporating social networks into their talent management strategies, organizations can take ownership of how their employment brand is portrayed. **("5 Key," n.d., para 3**)

2.5.3. Succession Planning

It is important to distinguish between the concepts of Succession Planning and Succession Management as these are frequently used interchangeably. The term "Replacement Planning" is also a concept that features frequently in discussion about succession. Succession Planning and Management can be defined as a purposeful and systematic effort made by an organization to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future, and encourages individual employee growth and development. Replacement Planning is a reactive approach to staffing that involves identifying replacements for key positions, usually at the senior levels of the organization. Succession Planning which differs to Replacement Planning only in that identified successors undertake focused development. Succession Management is a proactive approach to managing talent as it involves identification of high potentials for anticipated future needs and the tailored development of these people so that there is a talent pool or leadership pipeline available to meet organizational demands as they arise. **("Succession Planning," 2009, p 2**)

Succession planning entails three steps of identifying and analyzing key jobs, creating and assessing candidates, and selecting those who will fill the key positions. First, based on the firm's strategic goals, top management and HR identify what the company's future key positions need will be, and formulate job description and specifications for them. After identifying future key position needs, management turns to the job of creating and assessing candidates for these jobs. Finally, succession planning requires assessing these candidates and selecting those who will actually fill the key positions. **(Gary, 2005, p 163**)

2.5.4. Employee Referral

Referrals are people who apply because someone in the organization prompted them to do so. According to recent survey of large companies the largest share of new employees hired about one third came from referrals, and the next largest share came from on line application, where as

the remaining 50 percent came from direct applications to companies web sites. **(Raymond, John, Barry, & Patrick, 2006, p 158)**

Oracle in its research identified employee referral programs as one of the TA technique which in the following years would be the main point of focus by major organizations. It feels that companies will start using social recruiting to scale up the flow of referrals, fully leverage employees' social connections, allow employees and candidates to navigate the referral process on their mobile devices, optimize referral policies based on the lessons learned from real time data, treat candidates as respectfully as if they were paying customers. In this way companies will reap the benefits of improving referral quality while reducing time to hire and cost per hire. **(Mohan, & Sameer, 2014)**

Furthermore, offering your employees bonuses for bringing or referring new hires is one method. One financial services company pays 1000 dollar to the referring employee as soon as the new hire reaches six months. Another pays 500 after 30 days and the remainder after six months. Even small amounts can work. One company gives business cards to all its employees and pays 20 each time they bring in someone who fills out a job application. If you cannot afford to pay, give extra day off for employees who bring in an applicant to interview. Every employee is a head hunter for your company. **(Gleen, 2005)**

Employees are the lifeblood of every organization. They have a stake in the continued success of their organization. They are in contact with family, friends, associates, and competitors throughout the larger community. They know what it takes to fit in and succeed at your particular company. Logically, therefore, your employees can be a powerful recruiting source. A well run employee referral program will:

- Offer clear and concise instructions,

- Time stamp every submission to avoid duplication and confusion,

- Follow up with a thank you and candidate contact,

- Maintain a meticulously organized referral tracking system,

- Offer incentives (recognition and reward),

- Tie incentives to a clearly defined retention period, and

- Use creative ideas to keep the program exciting. **(Christopher, 2007, p 55)**

In general, typical sourcing channels include recruiting agencies, newspaper ads, referrals from colleagues, trade publications, professional associations, networking, campus recruiting, and the internet. In addition, you can enhance the pipeline of qualified candidates through programs such as internships and partnerships with colleges, universities and community organizations. **(Harvard Business School, 2002, p 7)**

2.6. Assessing and Screening Mechanisms

Yet, when it comes to actually assessing which job candidates are likely to perform most effectively and make the most significant contributions, a large number of organizations employ simple and disorganized approaches to selecting their workforces. This represents a serious disconnect for organizations that claim to have a strategic focus on increasing their competitive advantage through effective talent management. The disconnect stems from the fact that many organizations fail to use scientifically proven assessments to make selection decisions, even though such assessments have been shown to result in significant productivity increases, cost savings, decreases in attrition and other critical organizational outcomes that translate into literally millions of dollars. Thus, there are real and very substantial bottom-line financial results associated with using effective assessments to guide selection decisions. **(Elaine, 2005, p 1)**

After sourcing the appropriate candidates, how do we go about recruiting them is the question raised next. The selection process involves the following components:

2.6.1. Appropriate Planning and Processes Analysis of Selection

Many recruiting operations rely on sketchy requisition details to create equally sketchy sourcing strategies. They run an advertisement in the Sunday newspaper. They post the opening on the Internet. They sit back and wait for resume's to arrive. They forward those that appear to be in the ballpark onto the hiring manager and call it a day. This begs the question ''How can we recruit effectively if we don't know what we're looking for?'' **(Christopher, 2007, p 117)**

To translate results of job analysis into the actual predictors to be used for selection, a selection plan must be developed. A selection plan describes which predictor will be used to assess the

KSAO's (Knowledge, Skill, Ability, and Other Characteristics) required to perform the job. In order to establish a selection plan, three steps are followed. First, a listing of KSAO's that comes directly from the job requirement is needed. Second, checking each listed KSAO's whether these need to be tested or not. Third, selecting possible method of assessing the KSAO's shall be indicated. **(Herbert, & Timothy, 2006, p 356)**

Properly identifying and implementing formal assessment methods to select employees is one of the more complex areas for HR professionals to learn about and understand. This is because understanding selection testing requires knowledge of statistics, measurement issues and legal issues relevant to testing. It is important for HR professionals to understand the implications and tradeoffs involved in using different types of assessment methods. There is no simple, prescribed approach for selecting "one best" assessment method, because all of them have advantages and disadvantages. The following table defines and discuss four criteria's for evaluating assessment methods in detail to help HR practitioners make good decisions about which methods will be most appropriate and practical for their situations. The table shown below on possible assessment methods shows their standing on four important criteria:

- **Validity**: the extent to which the assessment method is useful for predicting subsequent job performance.
- **Adverse impact:** the extent to which protected group members (e.g., minorities, females and individuals over 40) score lower on the assessment than majority group members.
- **Cost**: both to develop and to administer the assessment.
- **Applicant reactions**: the extent to which applicants react positively versus negatively to the assessment method. (**Elaine, 2005, p 16**)

Figure 1.4. Evaluation Assessment Methods on Four Key Criteria (Elaine, 2005, p 17)

Evaluation of Assessment Methods on Four Key Criteria				
Assessment Method	Validity	Adverse Impact	Costs (Develop/ Administer)	Applicant Reactions
Cognitive Ability Tests	High	High (against minorities)	Low/Low	Somewhat Favorable
Job Knowledge Tests	High	High (against minorities)	Low/Low	Less Favorable
Personality Tests	Low to moderate	Low	Low/Low	Less Favorable

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Assessment Method	Validity	Adverse Impact	Costs (Develop/ Administer)	Applicant Reactions
Biographical Data Inventories	Moderate	Low to high for different types	High/Low	Less Favorable
Integrity Tests	Moderate to High	Low	Low/Low	More Favorable
Structured Interviews	High	Low	High/High	More Favorable
Physical Fitness Tests	Moderate to High	High (against female and older workers)	High/High	More Favorable
Situational Judgment Tests	Moderate	Moderate (against minorities	High/Low	More Favorable
Work Samples	High	Low	High/High	More Favorable
Assessment Centers	Moderate to High	Low to moderate depending on exercise	High/High	More Favorable
Physical Ability Tests	Moderate to High	High (against female and older workers)	High/High	More Favorable
Note: There was limited research evidence available on applicant reactions to situational judgment tests and Physical ability tests. However, because these tests tend to appear very relevant to the job, it is likely that applicant reactions to them would be favorable.				

2.6.2. Assessment Tools

Various assessment tools are available, and a selection procedure will frequently involve the use of more than one at a time. The most popular techniques are outlined below.

- Interview,
- Telephone interviewing,
- Assessment centers,
- Job simulation or work sampling **(Ian, & Tim, 2004, p 211-214)**,
- Background checking(this includes employment verification, Criminal records check, Drug test, and other essential documents)
- Video Interviewing, **(Robert, & John, 2005, p 79)**
- Application Forms,
- Self assessment and peer assessment, and
- Aptitude tests and Personality tests are the major selection techniques. **(Derek, Laura, & Stephen, 2005, p 151-152)**

2.7. On-boarding Strategy

The final stage of recruitment process is too smooth the new employee's path into the organization and enable them to become fully productive a step often know as on boarding. It is a process that touches multiple business functions since hiring a new employee involves setting up a suitable workspace. **(Garima, 2013, p 226)** Employee orientation referred to as on-boarding or organizational socialization is the process by which an employee acquires the necessary skills, knowledge, behaviors, and contacts to effectively transition into a new organization or role within the organization. **("Employee Orientation," 2014, para 1)**

Induction comes into play once the successful applicants have been chosen, offers made, and the contractual terms and start dates agreed. Its general purpose is to ensure the effective integration of staff in to or across the organization for the benefit of both parties. **(Wendy, 2007, p 165)** On-boarding is a comprehensive process of incorporating new hires into the work environment. It involves helping new hires effectively perform their positions early and with a close connection to the organization's culture. The process reaches beyond the standard new hire orientation, lasting between 3 months to 6 months to ensure a successful integration into the work environment and position. **("Practical Resources," 2011, p 17)**

It is important to note that the talent acquisition process does not end with attracting quality candidates. It is equally critical to have a comprehensive approach to assimilating new hires. Unfortunately, it is an area where a study made by Hewitt discovered companies to be faltering:

- Only 20% consistently use a systematic on-boarding process for new hires across the entire organization,
- 54% do not offer networking, mentoring, or job support for the first 6 to 12 months of employment, and
- 45% of organizations report an inability to maintain a high level of engagement with new hires during their first year. **("The State of Talent," 2008, p. 13)**

Given the importance of having the right talent in place, as well as the high cost of recruiting new employees; it is critical for organizations to place significant emphasis on their on-boarding

and assimilation efforts to ensure retention during the first 12 months and beyond. **("The State of Talent," et al., 2008, p. 14)**

2.7.1. Organizational Socialization Model to On-boarding

A good way to envision the on-boarding process is through understanding the organizational socialization model. The following chart highlights the process of moving the employee through the adjustment stage to the desired outcome.

Figure 1.5. Organizational Socialization: A model of on-boarding adopted from Bauer & Erdogan ("Employee Orientation," 2014, para 4)
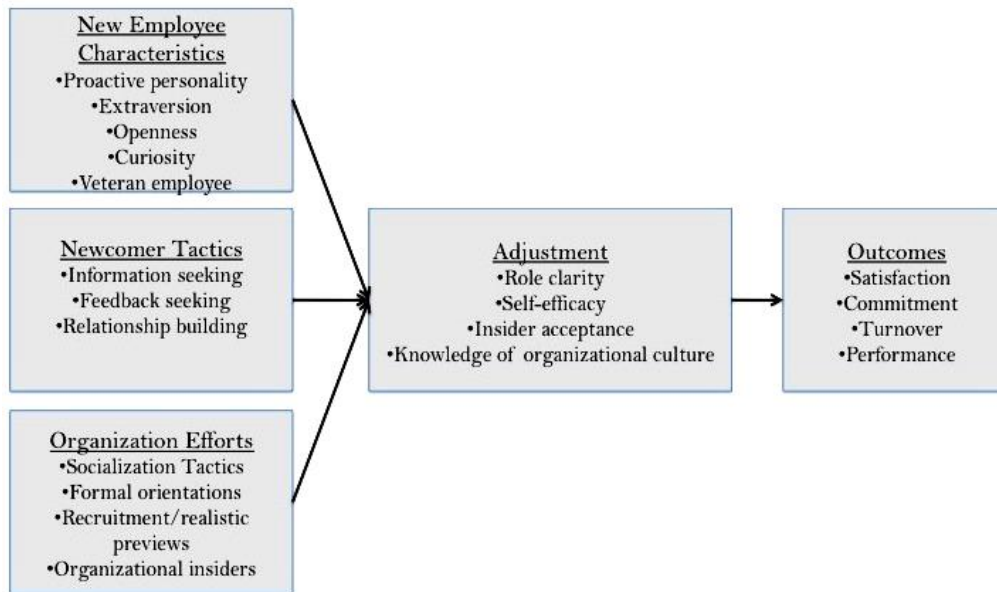
New Employee Characteristics: Through this segment of the model overlaps with other human resource initiatives such as recruitment and talent management. The characteristics of a new employee are central to the strategies used as the employee moves through the orientation process. **("Employee Orientation," 2014, para 5)**

New Employee Tactics: The goal for the employee is to acquire knowledge and build relationships. Relationships in particular are central to understanding company culture. **("Employee Orientation," et al., 2014, para 6)**

Organizational Tactics: The organization should similarly seek to emphasize relationship building and the communication of knowledge, particularly organizational knowledge that will

be useful for the employee when navigating the company. **("Employee Orientation," et al., 2014, para 7)**

Adjustment: With a combination of the above three inputs, employee should move through the adjustment phase as they adjust to the new professional environment. This should focus primarily on knowledge of the company culture and co workers, along with increased clarity of role as to how they fit within the organizational framework. **("Employee Orientation," et al., 2014, para 8)**

Outcomes: The goal of effectively orienting the employee for success is twofold; minimize turnover while maximizing satisfaction. **("Employee Orientation," et al., 2014, para 9)**

2.7.2. Criticism of On-boarding

The desired outcome of an on-boarding process is fairly straightforward, ensuring that new employees are well equipped to succeed in their new professional environment. However, some critics of orientation processes claim that sometimes extensive on-boarding can confuse new employees with regard to their role. While this criticism may be true in some context, it can be offset through a role specific on-boarding process. It is generally acknowledged that orientation strategies generate positive outcomes and returns on investment. **("Employee Orientation," et al., 2014, para 10)**

2.8. Talent Acquisition Metrics/ Analytics

Metrics and Analytics is the continuous tracking and use of key metrics to drive continuous improvement, and to make better recruitment decisions, to ultimately improve the quality of hire. **("Recruitment is Not," 2012, para 3)** Understanding the importance of metrics and analytics is a significant challenge for the talent acquisition function. With an array of metrics available, organizations should first decide what they want to measure, and then determine if they have the technology in place to support the need. **("Get Ready," 2014)**

Few companies are strategic about what they measure. Instead of being empowered by decision science, the majority established talent analytics do a good job at telling companies what has happened and how they are doing operational but do little to trigger action. Traditional HR metrics, HR metrics, such as benefit and health care expenses, are systematically tracked by the

vast majority of companies. However, fewer organizations track metrics related to the quality of talent or the effectiveness of talent programs. Only 10% of organizations employ metrics to gauge the effectiveness of workforce management practices consistently across the organization. Even fewer 7% consistently use metrics to align human capital investments with business results. For most of the organizations the focus is on operation rather than outcomes. **("The State of Talent," 2008, p. 25)**

The methods to obtain feedback and evaluate achieving the desired outcomes of your talent plan will vary according to the objectives you set. Reports, surveys, assessments, information exchange meetings, and performance reviews are just some of the ways you can measure the success of your plan. Be sure to include an evaluation methodology in your overall strategic planning process. These questions will help you determine if your strategy and action plan are effective. **("Strategic Talent," n.d., p 19)**

The cliché is true. You cannot improve what you cannot measure. After spending time, money, and resources to optimize talent acquisition, you will certainly want the tools to measure your success. The following steps are key to establishing an appropriate performance measurement process:

- **Align to Corporate Objectives:** Be sure that you know what you are working to achieve. This will help ensure that you measure against relevant business needs and what your results will hold value for business leaders.
- **Establish Key Performance Indicators (KPI):** Based on your business goals, determine what performance indicators are appropriate for your operation.
- **Baseline Performance:** Once KPIs have been established, use current and historic data to understand performance to the KPIs.
- **Construct a Scorecard or Dashboard:** Establish the appropriate reports within your talent acquisition technology systems to populate an easy to understand performance dashboard.
- **Examine Benchmarks:** What does "good" look like? Do not assume that there are obvious answers. Investigate benchmarks, both inside and beyond your specific industry.

- **Establish frequency of measurement and the audience for your dashboard:** Which KPI can be affected in a week, a month, a quarter or a year? Establishing the right frequency for reporting is critical.
- **Define Success:** Using the combination of baseline data and the benchmarks you have secured, establish or stretch realistic goals for talent acquisition.
- **Plan to evolve your Monitoring effort:** Once established, performance monitoring strategy and metrics should be viewed as a starting point for measuring success. Overtime, you will learn to transform your metrics into analytics. **(George, 2011, p 6-7)**

Measuring a few things well makes the metrics task precise. There are many metrics to consider in assessing a recruiting program. The four fundamental ones are listed below:

- **Efficiency** – Time to fill, time to promote, hiring process/ workflow, and recruiter workload,
- **Effectiveness** – Cost per hire, cost per quality candidates, candidate qualifications, hiring manager satisfaction,
- **Sourcing and marketing** – Hires and candidates by source, career site traffic, promotions on social networks, and
- **Business Impact** – Candidate performance, hiring manager satisfaction, productivity and retention. **(David, n.d., p 10)**

The definition of recruiting metrics is "quantifiable measurement that can be weighed against to recognize benchmarks and encourage behaviors focused on candidate quality and client experience". Many times, metrics are designed to gauge only the result or production of a recruiter despite the way in which those specific metrics are realized. To be effective, metrics have to measure accurate results and steer the right recruiting behaviors. Thus, metrics must be predictive and actionable which can be tracked over a period of time to create internal benchmarks and analyze internal performance as they are to be maintained over time by tracking information to current relevant trends. There is a need of quantitative and qualitative aspects. Besides, time and cost, quantitative aspects included in the typical framework of recruitment metrics, a number of qualitative factors like productivity, retention, efficiency and candidate performance are used in today's framework.

CHAPTER THREE

3. Data Analysis and Interpretation

3.1. Background of the Organization

The International Rescue Committee delivers essential aid to over 100,000 refugees who have fled to Ethiopia from neighboring countries like Somalia, Sudan and Eritrea and more than 500,000 Ethiopians affected by drought. The IRC responds to emergency needs with clean water, sanitation and health care and also encourages long-term development. **(IRC, n.d., para 1)**

The IRC constructs classrooms, trains teachers and makes sure that everyone has access to safe, high-quality education. The IRC promotes good health by building and maintaining clean water sources and sanitation facilities, and by training community health workers and raising awareness of health challenges and solutions. The IRC assists farmers and promotes new livelihood opportunities for youth. The IRC encourages local communities to participate in their recovery and development projects. **(IRC, n.d., para 2)**

According to the information earned from monthly HR report about number of staff of IRC Assosa Field Office, there are seven teams working under the IRC Ethiopia Program Assosa Field Office. Supply Chain (SC), HR, Finance, Community Wellbeing Initiative (CWI), Health, Environmental Health (EH), and Management are the seven teams that make up Assosa Field Office.

Figure 2.1. Team composition by Department for IRC Assosa Field Office
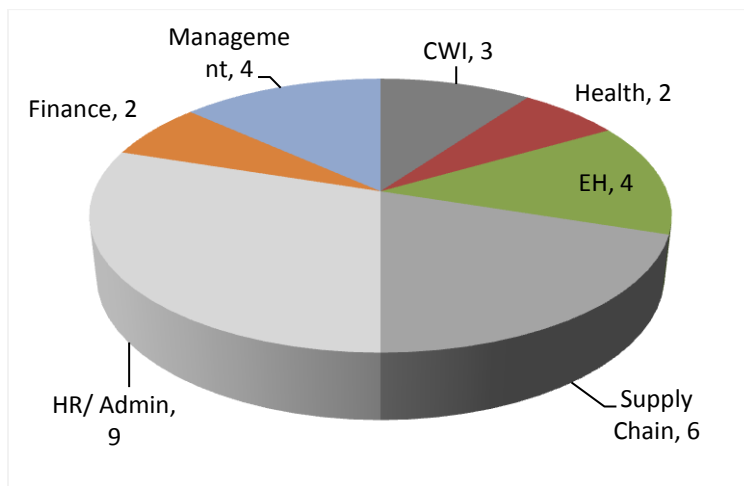
Furthermore, age group, and gender distribution of respondents is presented in the below pie chart.

Figure 2.2. Age group of respondents   *Figure 2.3. Gender distribution of respondents*
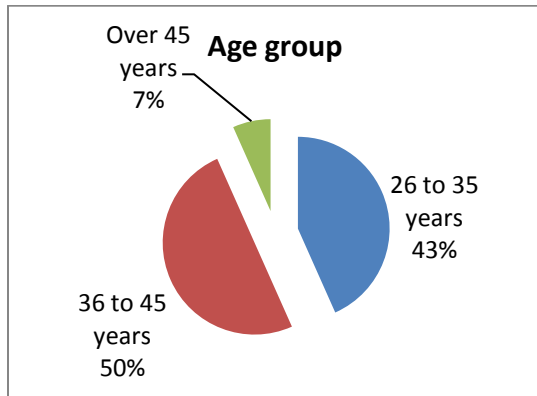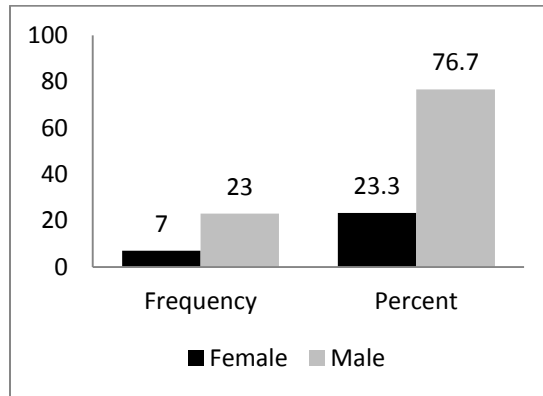
From among the respondents 80% goes to BA degree holders. The following pie chart explains the distribution of educational level.

Figure 2.4. Education Level of Respondents
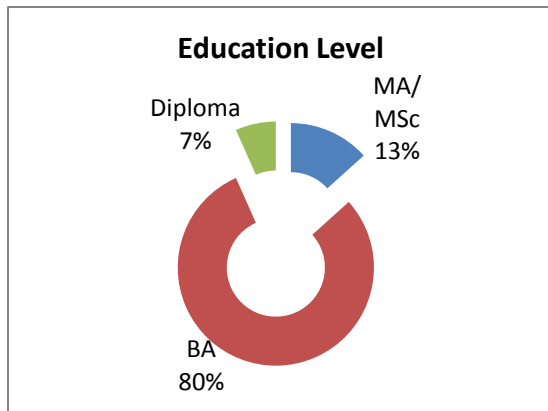
IRC Ethiopia Program has its own Guideline of Workforce Planning, Recruitment, Selection, and On-boarding process which is adopted from the Global Human Resource manual. This guideline has various tools developed in it that serves as guiding manual to recruiters and hiring managers. There are suggested assessment tools and how to use them stated in the guideline. Each of the TA components has defined roles for recruiters, HR, hiring managers, Finance, and Country Director stated in the guideline. The guideline has various measurement tools for

Workforce Planning, Recruitment, Selection and On-boarding, except Employer Branding. This manual does not include Employer Branding as part of the TA process.

3.2. Part One the Planning Stage

In this stage of the research, practices of Workforce planning in the talent acquisition strategy, efforts of the organization towards TA planning and other essential components of workforce planning practice are assessed. 30% of the respondents (9 out of 30) are annually planning their work force need, 33% of them (10 out of 30) plan their workforce need regularly on unexpected requirement, 30% of them are planning based on unexpected requirement, and 6% of the respondents (2 out of 30) stressed the need to define a new strategy.

Most of the planning effort of IRC Assosa Field Office goes for the purpose of budgeting and identification of candidate's experience according to respondent's analysis. The remaining components of workforce planning such as recruitment marketing, workforce planning, and HR market assessment holds the next equal amount emphasis given in TA planning process. Employer branding and TA performance evaluation are given the lowest effort as seen in the following Figure 2.5 that shows the TA planning effort of IRC Ethiopia Assosa Field Office.

In the organizations guideline, the overall workforce planning is lead by the Head of HR. Finance lead and Operation lead has the mandate to review and approve the workforce planning. The guideline states the planning of workforce need to be annually. Additional factors such as proposal development, the increasing of funding, and the change of office locations are the possible reasons that could trigger the modification of the annual workforce plan. The workforce planning process has its own work procedure stated in the guideline.

Figure 2.5. TA planning effort of IRC Ethiopia Assosa field office
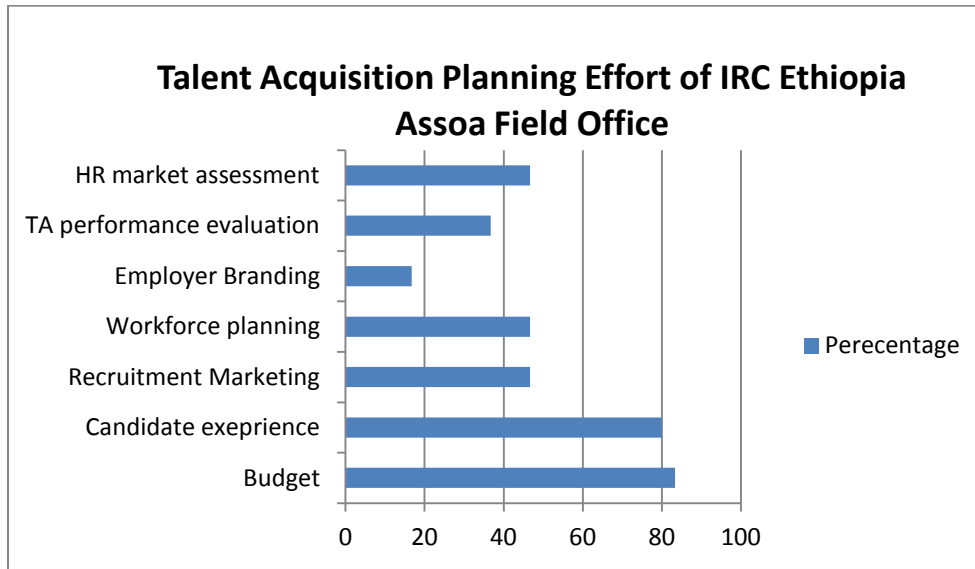
When it comes to the identification of TA needs, in advance planning of the human resource needs is essential. 36.7% said they plan up to one year in advance, 16.7% quarterly, 6.7% up to six month, 3.3% monthly, and while 23.9 % mentioned no need to plan for talent needs. Strategy wise the top two factors driving the organizations TA are increasingly competitive environment for employers seeking top talent, and lack of required skill availability in the candidate pool respectively. Changing beneficiary need, budget cut, and changing demographics take their own lower level factors considered in the TA strategy.

In general, the planning stage effectiveness as rated by respondents, 6.7% not at all effective, 30% said it is slightly effective, 30 % of them moderately effective, 30% highly effective, and 3.3% of them said it is extremely effective. Taking the analysis deeper to department wise respondents from HR team 8 out of the 9 is within the range of not at all effective and moderately effective, which show low effectiveness of workforce planning with the involvement HR. In contrary to these, 2 out of 3 in CWI team, 3 out of 4 in EH team, 4 out of 6 in SC team, and 3 out of 4 in management team responded between moderately effective and extremely effective. When we add the number 12 out 17 rated the planning effectiveness from moderate to extremely effective. This shows lower involvement of the HR team in the Workforce planning team, as compared to the rest of the team.

3.3. Part Two the Sourcing Stage

This section presents the sourcing practice. When speak about sourcing, the type of channels used always comes to your mind first. The recruitment market provides us with multiple ways of sourcing candidate. From among these seven of the most essential sourcing channels usage in IRC Ethiopia Assosa Field Office is assessed as part of the research. The level effective usage of these channels is initially ranked by respondents from 5 ratings, i.e. not at all effective, slightly effective, moderately effective, highly effective, and extremely effective.

Job portals and Local job boards take the highest share of sourcing channel used by IRC Assosa field office. 60 % of the respondents confirmed using Local job boards highly effective, while 23% said it is used extremely effective. 50% of the respondents said local job boards are used highly effective, while 30% of them mentioned its usage as moderately effective. This shows high reliability of IRC Assosa field office in using job portals primarily and local job bards in the next line.

Company carrier sites and referral are the next lowest sourcing channels used. 3% of the respondents think IRC's carrier site is extremely effective sourcing channel, 33% of them choose it is highly effective, 26% of them said it is moderately effective, 16.7% of them slightly effective, and 16.7% of them not at all effective. If we add the two extreme sides we find 36% holding to extremely effective and highly effective. Whereas 33.4% for both slightly effective and not at all effective. This show company carrier site is in place, but the practical usage seems very low compared to other sources of channels. However, 13.3% choose not at all effective, 30% slightly effective and 33.3 % moderately effective for referral sourcing channel.

In contrary to the above sources of channels, social media and recruitment outsourcing are almost not effectively in use. Both social media and recruitment usage is 60% not at all effective. This shows that social media and recruitment outsourcing are not used as a source of channel for recruitment. Furthermore, the TA Guideline of the organization does not mention these two sources of channel as a means of attracting candidates. The below figure shows the usage of social media practice in recruiting.

Figure 2.6. Social media sourcing distribution according to usage effectiveness
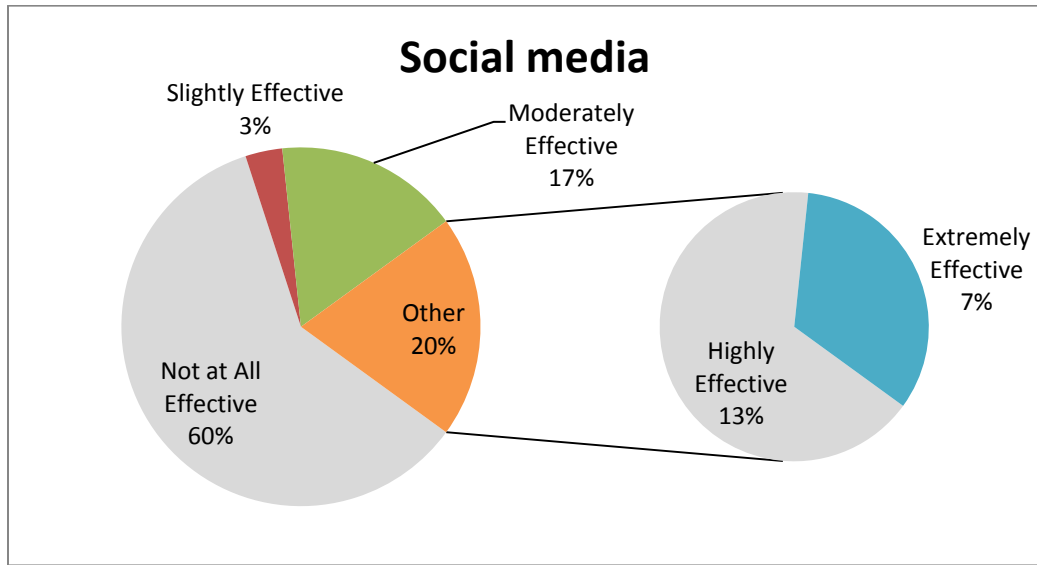
In line with the usage of social media as one recruitment tool, respondents were invited to predict challenges of using social media in hiring. 46.7% (14 out of 30) respondents claimed the challenge is lack of time to use social media for recruiting. Secondly, 26.7% (8 out of 30) mentioned social media recruitment is not useful for the industry the organization is working. Whereas, 26.7% of them choose enough training is not given for recruiters.

Regarding employer branding 14 out of 30 said the organization has a budget for employer branding, where as another 14 out of 30 respondents said there is a budget allocated for employer branding. 2 out of the 30 respondents have said noting. Furthermore, IRC does not have any employer branding strategy developed or in practice according to the TA guideline. This leads to a view that employer branding is miss understood by almost half of the respondents as a different phenomena rather than the actual meaning.

However, in association to the identification of who is responsible for employer branding 21 respondents out of 30, has designated HR responsible. Furthermore, only 1 respondent choose the organization do not needs. This is probably because as IRC engaged in the NGO sector; the services it provides contributed its own contribution for the development of organization brand due to direct intervention with the public.

While dealing with sourcing of candidates the view of hiring manager's satisfaction is essential to gauge the effectiveness of an organizations sourcing channel. The following consecutive cross tabulated figures presented hiring managers satisfaction about sourcing from various points of view.

69% of the respondents agreed, while 20.7% strongly agreed about the recruiters understanding of the position about to be filled. Only 10% of the respondents abstained either from agreeing or disagreeing. Therefore, recruiters have good understanding of the position to be filled.

Figure 2.7. Cross tabulation of hiring manager's satisfaction in recruiters understanding of the position Department wise

			Sourcing Hiring Manager's Satisfaction			Total
			Neutral	Agree	Strongly Agree	
Department	CWI	Count	0	2	1	3
		% within Department	0.0%	66.7%	33.3%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	10.0%	16.7%	10.3%
		% of Total	0.0%	6.9%	3.4%	10.3%
	Health	Count	0	1	1	2
		% within Department	0.0%	50.0%	50.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	5.0%	16.7%	6.9%
		% of Total	0.0%	3.4%	3.4%	6.9%
	EH	Count	0	4	0	4
		% within Department	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	20.0%	0.0%	13.8%
		% of Total	0.0%	13.8%	0.0%	13.8%
	Supply Chain	Count	2	2	1	5
		% within Department	40.0%	40.0%	20.0%	100.0%
		% within Sourcing Hiring managers satisfaction	66.7%	10.0%	16.7%	17.2%
		% of Total	6.9%	6.9%	3.4%	17.2%
	HR/ Admin	Count	1	8	0	9
		% within Department	11.1%	88.9%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	33.3%	40.0%	0.0%	31.0%
		% of Total	3.4%	27.6%	0.0%	31.0%
	Finance	Count	0	2	0	2
		% within Department	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	10.0%	0.0%	6.9%
		% of Total	0.0%	6.9%	0.0%	6.9%
	Management	Count	0	1	3	4
		% within Department	0.0%	25.0%	75.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	5.0%	50.0%	13.8%
		% of Total	0.0%	3.4%	10.3%	13.8%
Total		Count	3	20	6	29
		% within Department	10.3%	69.0%	20.7%	100.0%
		% within Sourcing Hiring managers satisfaction	100.0%	100.0%	100.0%	100.0%
		% of Total	10.3%	69.0%	20.7%	100.0%

As per my previous discussion about sourcing channels, identifying these correctly really matters for a position to be filled. Hiring managers follow up each and every single step about an open

position they are trying to fill. They also follow up the sourcing channels used simultaneously. This research assessed the satisfaction level of hiring managers if they are satisfied with were job have posted. In other words, it a big issue, if the sourcing channels used satisfied hiring managers.

Here again IRC Assosa field office hiring managers are satisfied were jobs have been posted as 83.3% agreed and 13.3% strongly agreed accordingly.

Figure 2.8. Cross tabulation of hiring manager's satisfaction where the job is posted Department wise

			Sourcing Hiring managers satisfaction			Total
			Neutral	Agree	Strongly Agree	
Department	CWI	Count	0	2	1	3
		% within Department	0.0%	66.7%	33.3%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	8.0%	25.0%	10.0%
		% of Total	0.0%	6.7%	3.3%	10.0%
	Health	Count	0	1	1	2
		% within Department	0.0%	50.0%	50.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	4.0%	25.0%	6.7%
		% of Total	0.0%	3.3%	3.3%	6.7%
	EH	Count	0	4	0	4
		% within Department	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	16.0%	0.0%	13.3%
		% of Total	0.0%	13.3%	0.0%	13.3%
	Supply Chain	Count	0	4	2	6
		% within Department	0.0%	66.7%	33.3%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	16.0%	50.0%	20.0%
		% of Total	0.0%	13.3%	6.7%	20.0%
	HR/ Admin	Count	1	8	0	9
		% within Department	11.1%	88.9%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	100.0%	32.0%	0.0%	30.0%
		% of Total	3.3%	26.7%	0.0%	30.0%
	Finance	Count	0	2	0	2
		% within Department	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	8.0%	0.0%	6.7%
		% of Total	0.0%	6.7%	0.0%	6.7%
	Management	Count	0	4	0	4
		% within Department	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	16.0%	0.0%	13.3%
		% of Total	0.0%	13.3%	0.0%	13.3%
Total		Count	1	25	4	30
		% within Department	3.3%	83.3%	13.3%	100.0%
		% within Sourcing Hiring managers satisfaction	100.0%	100.0%	100.0%	100.0%
		% of Total	3.3%	83.3%	13.3%	100.0%

Time frame is another component of sourcing where hiring manager's attention is caught. 10% strongly agree, 66.6% just agreed, while 6.7% kept them self neutral regarding potential candidate's presence within a satisfied time frame. Even though, the highest portion of the respondents are satisfied with the time frame 16% of the remaining ones are dissatisfied with

time frame of potential candidates are presented to them. Compared to the previously discussed hiring managers satisfying elements, some of the hiring managers strongly disagree which counts 6% strongly disagree and 10% disagree according to the respondents.

Figure 2.9. Cross tabulation of hiring manager's satisfaction in potential candidates sourcing in a satisfactory time frame Department wise

			Sourcing Hiring Managers Satisfaction					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Department	CWI	Count	1	0	1	1	0	3
		% within Department	33.3%	0.0%	33.3%	33.3%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	50.0%	0.0%	50.0%	5.0%	0.0%	10.0%
		% of Total	3.3%	0.0%	3.3%	3.3%	0.0%	10.0%
	Health	Count	0	0	0	1	1	2
		% within Department	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	0.0%	5.0%	33.3%	6.7%
		% of Total	0.0%	0.0%	0.0%	3.3%	3.3%	6.7%
	EH	Count	0	0	0	3	1	4
		% within Department	0.0%	0.0%	0.0%	75.0%	25.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	0.0%	15.0%	33.3%	13.3%
		% of Total	0.0%	0.0%	0.0%	10.0%	3.3%	13.3%
	Supply Chain	Count	0	2	1	2	1	6
		% within Department	0.0%	33.3%	16.7%	33.3%	16.7%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	66.7%	50.0%	10.0%	33.3%	20.0%
		% of Total	0.0%	6.7%	3.3%	6.7%	3.3%	20.0%
	HR/ Admin	Count	1	1	0	7	0	9
		% within Department	11.1%	11.1%	0.0%	77.8%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	50.0%	33.3%	0.0%	35.0%	0.0%	30.0%
		% of Total	3.3%	3.3%	0.0%	23.3%	0.0%	30.0%
	Finance	Count	0	0	0	2	0	2
		% within Department	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	0.0%	10.0%	0.0%	6.7%
		% of Total	0.0%	0.0%	0.0%	6.7%	0.0%	6.7%
	Management	Count	0	0	0	4	0	4
		% within Department	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	0.0%	20.0%	0.0%	13.3%
		% of Total	0.0%	0.0%	0.0%	13.3%	0.0%	13.3%
Total		Count	2	3	2	20	3	30
		% within Department	6.7%	10.0%	6.7%	66.7%	10.0%	100.0%
		% within Sourcing Hiring managers satisfaction	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	6.7%	10.0%	6.7%	66.7%	10.0%	100.0%

The sorting of qualifications and skills are essential to source candidates. The identification of qualifications and skills helps to determine the appropriate sourcing channel for the position. For example job portals will not be the appropriate sourcing channel for a cleaner position, where

candidates of lower level position candidates do not see the web most often. Likewise, this research witnessed 73.3% agreed and 13.7 strongly agreed in the recruiter providing hiring managers with the required qualification and skills.

Figure 2.10. Cross tabulation of hiring manager's satisfaction in providing candidates that met qualification and skills Department wise

|			Sourcing Hiring managers satisfaction Level				Total
			Strongly Disagree	Neutral	Agree	Strongly Agree	
Department	CWI	Count	0	0	2	1	3
		% within Department	0.0%	0.0%	66.7%	33.3%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	9.1%	20.0%	10.0%
		% of Total	0.0%	0.0%	6.7%	3.3%	10.0%
	Health	Count	0	0	1	1	2
		% within Department	0.0%	0.0%	50.0%	50.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	4.5%	20.0%	6.7%
		% of Total	0.0%	0.0%	3.3%	3.3%	6.7%
	EH	Count	0	0	4	0	4
		% within Department	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	18.2%	0.0%	13.3%
		% of Total	0.0%	0.0%	13.3%	0.0%	13.3%
	Supply Chain	Count	0	0	4	2	6
		% within Department	0.0%	0.0%	66.7%	33.3%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	18.2%	40.0%	20.0%
		% of Total	0.0%	0.0%	13.3%	6.7%	20.0%
	HR/ Admin	Count	1	2	6	0	9
		% within Department	11.1%	22.2%	66.7%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	100.0%	100.0%	27.3%	0.0%	30.0%
		% of Total	3.3%	6.7%	20.0%	0.0%	30.0%
	Finance	Count	0	0	1	1	2
		% within Department	0.0%	0.0%	50.0%	50.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	4.5%	20.0%	6.7%
		% of Total	0.0%	0.0%	3.3%	3.3%	6.7%
	Management	Count	0	0	4	0	4
		% within Department	0.0%	0.0%	100.0%	0.0%	100.0%
		% within Sourcing Hiring managers satisfaction	0.0%	0.0%	18.2%	0.0%	13.3%
		% of Total	0.0%	0.0%	13.3%	0.0%	13.3%
Total		Count	1	2	22	5	30
		% within Department	3.3%	6.7%	73.3%	16.7%	100.0%
		% within Sourcing Hiring managers satisfaction	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.3%	6.7%	73.3%	16.7%	100.0%

In general, the effectiveness of sourcing as one phase of TA is rated 43% highly effective, 33.3% moderately effective, and 16.7% believe the organizations effectiveness in sourcing is slightly effective. This shows both the strongest sides and areas that need improvements exist in various

ways such as hiring manager's satisfaction about time frame, recruiters understanding of the position, sourcing channels, employer branding, and other essential sourcing elements which are important for sourcing.

3.4. Part Three Assessing Stage

This section presents data analysis of the screening or assessing stage of TA practice in IRC Assosa field office. The TA guideline of IRC an in depth screening mechanisms and best way of how to use them. Likewise, the rest of TA components assessment in IRC has its own procedure. Job seekers, hiring managers, recruiters, and HR leads are the four common parties involved in the process. Various method of assessing candidates is rated by respondents.

Figure 2.11. Assessment tools usage in terms of percentage
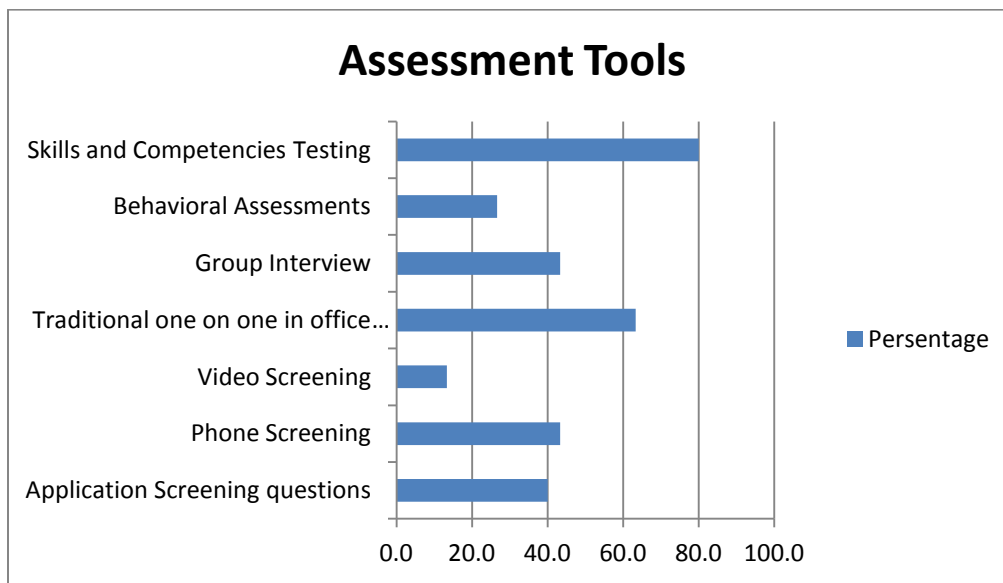
Skills and competencies testing and traditional one on one interview covers the highest assessment tool used by respondents with 80% and 63.3% respectively. Next to these Group interview and phone screening holds the second highest share in IRC's assessment tools usage accounting for 43.3% each. Behavioral assessment and video screening are used to the lowest level of 26.7% and 13.3% respectively. Here, when we take a deeper look to department's frequency of each assessment tool, video screening hold an invalid value. From among all the HR respondents none of them choose video screening as an assessment tool. However, 2 EH and 1 Health respondents wrongly chosen video screening as a tool of assessment. In the TA manual

of IRC any assessment of candidates shall be done in the presence of Hiring Manager and a recruiter at least. Therefore, as the EH and Health team are always in the assessment together with the recruiter (HR), the usage of video screening as an assessment tool is invalid.

The above assessment tools data is used again to assess candidates. This study explored the purpose of assessment tools for five basic reasons. The assessment data could be used as a screening tool, to measure quality of candidate, to gauge candidate culture fit, to identify high potentials, and to measure technical skill and ability. Technical skill & ability, and quality of candidate measurement are the highest purpose of assessment tools 86.7%, and 83.3 respectively. Secondly, the purpose of assessment goes to identification of high potentials 70%, and as screening tool 60% in IRC Assosa field office.

Figure 2.12. Purpose of Assessment Tools in terms of percentage
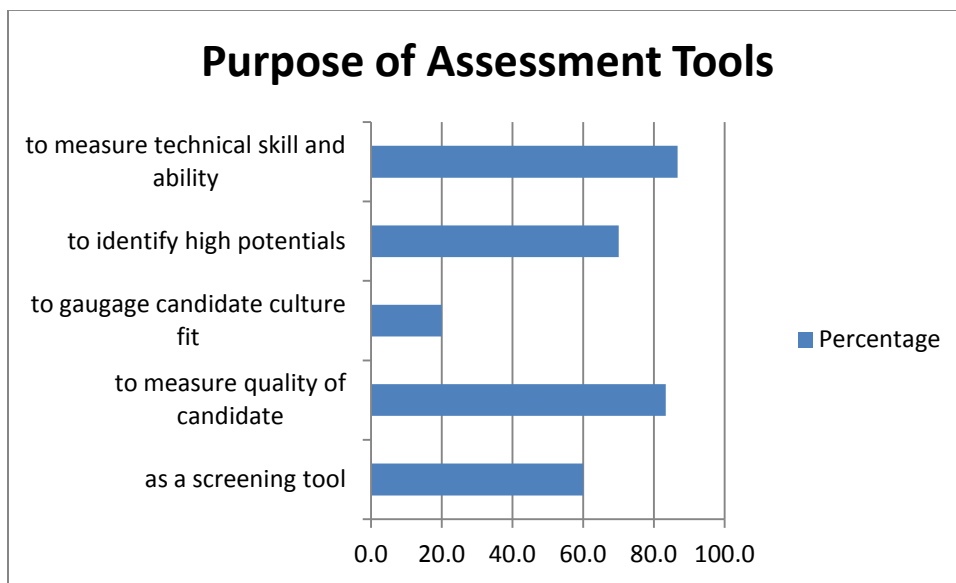
Likewise sourcing, measurement of hiring manager's satisfaction level is essential in assessing candidates. It provides the recruiter information of how the hiring manager is feeling about the assessment process. 23.3% strongly agreed and 60% of the respondents agreed that the recruiter provided the results of the screening process. 10% disagreed, while 6.7% of the respondents choose neutral. Furthermore, 6.7% strongly agreed, 66% agreed, 20% neutral, and 6.7% disagreed regarding the raising of helpful questions by the recruiter. 10% strongly agreed and 83.3% agreed with the recruiter's recommendation as a result of the screening process. This shows a high level of satisfaction by hiring managers.

13% of the respondents strongly agreed, while 43% agreed that the recruiter was to accurately answer questions. However, 43% of the respondents remain neutral. This is a huge number of neutral, i.e. 13 respondents out of 30 did not want to comment or choose to be neutral. Similarly, 44% of respondents choose to remain neutral for the recruiter's response in providing information to unanswered questions. This needs further attention as there is vague response from respondents.

Regarding timeline usage as per the schedule 6.7% strongly agree, 56.7 agree, 20% remain neutral, while 17.7% disagree the that recruiters do not respect agreed up on timeline. Here, it should be noted as an area that needs further attention in improving the usage of agreed upon timeline during planning.

10% strongly agree and 70% agreed upon the satisfaction of the overall quality of candidates interviewed. Furthermore, 23% strongly agree and 73.3% agree that the recruiter provided candidates who meet qualifications and skill required for the position.

3.5. Part Four the Hiring Stage

This section focuses on the assessment data presentation of the hiring stage. In hiring various tools are used in IRC Assosa field office. After earning an approval to hire a candidate, most of the remaining steps are handled by the recruiter. The preparation of job offer letter, summoning of candidates to medical checkup, and reference checking before the approval of hire are part of the hiring process. The CD has the sole mandate to approve the hiring of a candidate.

53.3% of the respondents said it took more than four weeks to complete hiring workflow after the final candidate selection. Whereas 23% of said it took two up to four weeks. The rest 20% said one up to two weeks. Most of the respondents claimed that it took more than four weeks to complete hire after the selection of candidate. Further information is shown in the below figure.

Figure 2.13. Hiring timeline length after final candidate selection according to respondents
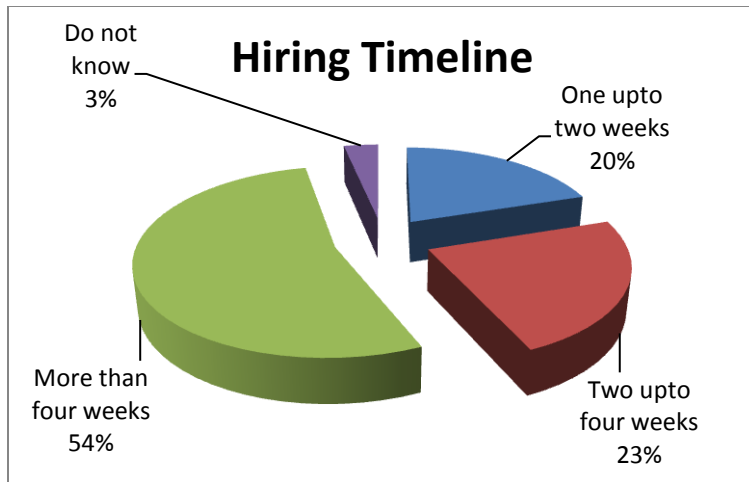
The offer to join ratio of candidates is also measured in the hiring stage. 50% of respondents ranked the offer to join ratio above 76%. 43.3% picked the range 51% up to 75%, while only 1 respondent (3%) said the offer to join ratio is below 50%. This shows there is a good performance record of the organization in candidates offered to join ratio.

There are various reasons for winners to decline accepting a job offer employers. Five of the reasons have been given as a choice to respondents to rank that apply in IRC Assosa field office. The highest reason that triggers candidates to decline an offer is due to better compensation package provided by competitors which counts by 70% of the respondents. Personal reasons 46.3% and retained by earlier organization 43.3% are the next highest reasons for winners to decline accepting job offer. Figure 2.13 includes additional reasons of winner to decline accepting job offer.

Figure 2.14. Reasons for winners to decline accepting job offer
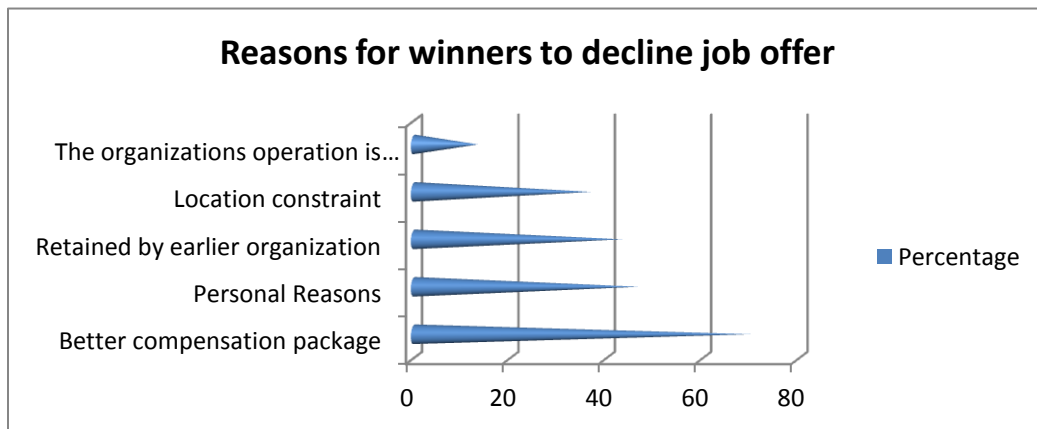
In the hiring stage satisfaction level of hiring managers is one way of measuring the process. 73.3% of the respondents agreed, while 6.7% strongly agree, that the recruiter created the offer in a reasonable time frame. 56.7% agree and 6.7 strongly agree that the recruiter negotiated with candidates in a timely manner. 56.7% agree and 6.7 strongly agree the recruiter followed up with the hiring manager the status of background checks. However, when it comes to the amount of time it took to fill positions 23.4% disagreed, 40% neutral, and 36.7 agree. 23.3% are not satisfied with the overall time spent to fill position. Furthermore, 60% agree and 20% strongly agree that the recruiter has a positive influence in the hiring process. Time to fill position is the area which needs further attention and improvement.

Overall, the hiring process effectiveness is TA is rated by respondents as 3.3% as extremely effective, 46.7% highly effective, 40% moderately effective, and 10% highly effective. This confirms that the hiring practice working effectively but with certain areas that need improvement. Especially, time spent to fill positions is higher, which needs the attention of recruiters.

3.6. Part Five Orientation and On-boarding stage

As part of TA practice, respondent's analysis about the on-boarding process is presented in this section. The TA guideline of the organizations divides on-boarding in to two types, i.e. Orientation and Transition. Orientation serves for external new comers, while Transition is for transfer of internal staff. The HR lead at field office level is responsible to coordinate the on-boarding process. The supervisor is responsible timely and relevant information specific to their position and work location. Time sensitive orientation topics are given with in the first week of orientation. The overall on-boarding process takes a 3 month to be completed according to the information gathered from the TA guideline.

Elements of the on-boarding in IRC Assosa field office have been assessed to measure the level of orientation practice. New hire orientation holds the highest rank 96.7% of the respondents, whereas new hire paper work 63.3%, and benefit enrollment 60% hold the next highest on-boarding practice. Low attention is given in the practice socialization of new hires (26.7%) with the organizations culture. The following figure shows additional parts of on-boarding process that exist in IRC Assosa field office.

Figure 2.15. Parts of On-boarding process.
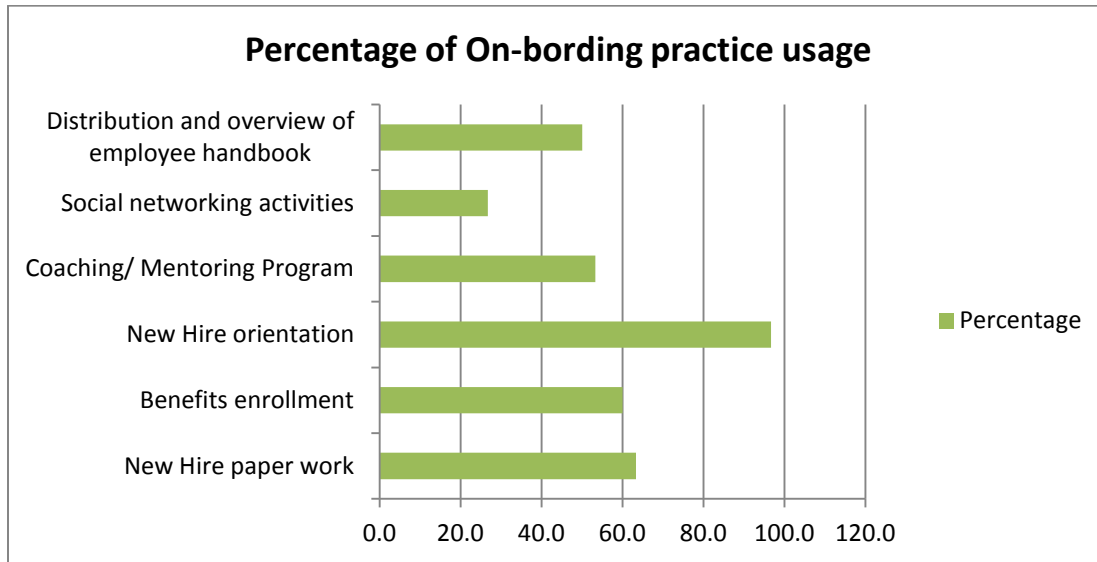
On average, 86.7% of the respondents said orientation for new hire is given within 3 to 5 business days. Regarding the overall on-boarding process 30% of the respondents said it takes three months to complete. 30% of them said it takes less than one month. However, 36% of the respondents said it is completed within 3 to 5 business days. The completion of the overall on-boarding process shall not be rushed to end within 5 business days. According to the TA guideline a 3 month on-boarding is the minimum timeline set to for new hires.

Figure 2.16. Rating of sectors involved in the On-boarding process

Sector	Ratings	Frequency	Percent
HR	Moderately Effective	4	13.3
	Highly Effective	20	66.7
	Extremely Effective	6	20.0
	Total	30	100.0
Hiring Manager	Slightly Effective	1	3.3
	Moderately Effective	5	16.7
	Highly Effective	16	53.3
	Extremely Effective	8	26.7
	Total	30	100.0

Sector	Ratings	Frequency	Percent
IT	Not at All Effective	2	6.7
	Slightly Effective	4	13.3
	Moderately Effective	10	33.3
	Highly Effective	9	30.0
	Extremely Effective	5	16.7
	Total	30	100.0
Finance	Slightly Effective	1	3.3
	Moderately Effective	8	26.7
	Highly Effective	17	56.7
	Extremely Effective	4	13.3
	Total	30	100.0
Supply Chain	Slightly Effective	1	3.3
	Moderately Effective	8	26.7
	Highly Effective	18	60.0
	Extremely Effective	3	10.0
	Total	30	100.0
Program	Not at All Effective	2	6.7
	Slightly Effective	1	3.3
	Moderately Effective	10	33.3
	Highly Effective	14	46.7
	Extremely Effective	3	10.0
	Total	30	100.0

Measurement of the effectiveness of orientation sector wise provides a better view of the process. As depicted on the above table effectiveness of sector wise orientation gives a clear picture of how new hires are getting them self aware about the organization culture. The overall rating by respondents rated on average above 50% ranging from moderately effective to highly effective. This shows a constant orientation practice exists in the organization. Especially the effectiveness of hiring manager and HR orientation is higher compared to the rest.

Overall rating of on-boarding practice is 6.7% extremely effectively, 43% highly effective, 40% moderately effective, and only 10% slightly effective.

3.7. Part Six Measuring in Talent Acquisition

This section measures the importance of measuring the overall TA practice. The importance level of each measuring tools have been rated by respondents from ranging from not important to extremely important containing 5 scales.

The TA guideline describes the evaluation each element according to indentified targets. TA components that are mentioned in the guideline are workforce planning, recruitment, Internal mobility (internal transfer of staff), Hiring, and on-boarding & transition. All of these components evaluation have responsible persons assigned and its own procedure set in the TA guideline.

Most of the respondents rated above 60% in average the high and extreme importance of measuring application received per posting, candidates screened per position, offer extended or accepted, time to fill a position, quality of hire, new hire retention, and quality of candidates sources. This shows high awareness of respondents about the importance of these measurements.

Figure 2.17. Measurement of cost per hire, branding, and number of candidates notified recruitment status.

Cost per hire rated		Frequency	Percent
	Slightly Important	5	16.7
	Moderately Important	12	40.0
Valid	Highly Important	11	36.7
	Extremely Important	2	6.7
	Total	30	100.0
Measuring employer branding		**Frequency**	**Percent**
	Not at All Important	3	10.0
	Slightly Important	5	16.7
Valid	Moderately Important	9	30.0
	Highly Important	9	30.0
	Extremely Important	3	10.0
	Total	29	96.7
Missing	System	1	3.3
Total		30	100.0

Measuring number of candidates notified the status of recruitment	Frequency	Percent
Not at All Importance	2	6.7
Slightly Important	4	13.3
Moderately Important	9	30.0
Highly Important	12	40.0
Extremely Important	3	10.0
Total	30	100.0

However, as seen on the above table the importance of measurement of cost per hire, employer branding, and number of candidates notified the status of recruitment per position is low. This also indicates the low attention given by respondents regarding these measurements. However, 6 out of the nine HR respondents understood the importance of these measurement tools in TA.

Respondents have been summoned to rate the overall performance of TA in IRC Assosa Field Office. 36% of the respondents agree that sourcing of new talent is done when the need arise and the organization relied on traditional methods of assessing, hiring, and on-boarding, and do not track any performance metrics. 56% of the respondents said they do their best to identify and plan for talent, while the existing process is out dated and consistency is a challenge. Again 56% of them said there exists a high level talent acquisition strategy but there is room for improvement. 36% disagree and 30 agree that there is a clear talent acquisition strategy which regularly assesses talent needs and plan, and track performance of each talent acquisition. 46% of the respondents claim HR is not giving training for hiring managers about the hiring process.

The speed of hire 53%, quality of hire 46% and attracting best talent 50% are outlined as major challenges of the TA practice in IRC Assosa field office. Reducing the cost of hire is identified as the lowest challenge of TA counting 6% according to respondents. In line with sourcing of candidates through social media, 46% of the respondents claim lack of time as the highest challenge. Whereas 26% said there is no need to use social media. Furthermore, 60% of the respondents said there is a consistency challenge in the workforce planning process.

The percentages presented above in aggregate show that there exists a clear TA strategy, but implementation of the process and awareness creation is low. Especially measurement of TA practice and training to hiring managers about the hiring managers is low. Furthermore, the usage of technology in the TA practice is low counting below 50% effectiveness to all the components of TA, i.e. in planning, sourcing, assessing, hiring, and on-boarding.

4. Summary of Findings, Conclusion and Recommendation

4.1. Summary of Findings

Emanating from the data analysis and interpretation of this study a number of findings are reveled regarding the TA practice of IRC Ethiopia Program Assosa Field Office. To begin with planning, 30% of the respondents questioned the workforce planning practice of the organization. About 66% of the respondents said planning is done unexpectedly and regularly.

Most of the planning purpose to budgeting and identification of candidate experience. The planning of Employer branding and TA measurement is given low emphasis. The workforce planning process is lead by the head of HR for Ethiopia country program. Most of the planning practice cycle is done annually and semi annually. The overall effectiveness of the planning practice is rated as fair, but with improvement areas suggested. Furthermore, most of HR team respondents are not involved in the workforce planning process.

Job portals and Local job boards take the highest share of sourcing channel used by IRC Assosa field office. 60 % of the respondents confirmed using Local job boards highly effective, while 23% said it is used extremely effective. The practice of using other sourcing channels is low. Social media and recruitment outsourcing channels are not used by the organization. It is also identified that employment branding is not used as one sourcing channel in the organization. Hiring manager overall satisfaction in sourcing practice is rated as effective more than 70% by respondents. However, they are dissatisfied with timeline of hiring, and the flow of information regarding sourcing.

Traditional one on one interview, skill & competency test, group interview, and phone screening are the mostly used assessment mechanisms. Technical skill & ability identification, and quality of candidate measurement are the highest purposes of these assessment tools. Hiring managers mentioned timeline management as challenging and taking longer days to assess candidate's skill. Overall the assessing practice rated as effective by 80% of the respondents.

During the hiring stage time spent to fill positions is the greatest challenge. It takes more than four weeks to fill after the identification of winners for half of the overall positions. Better benefit package, Personal reasons, retention by earlier organizations are the frequent reasons for

the declination of job offers by candidates. Overall, more than 80% of the respondents confirmed the effectiveness of the hiring process, but with a reservation on timeline meeting.

This study found high effectiveness level of the on-boarding practice of the organization. 97% of the respondents assured the existence of new hire orientation process in the organization. In addition, benefit enrolment, new hire paper work, coaching and distribution of employee handbook are the other parts of on-boarding found in practice. However, socialization networking activities of new hires to the organization culture are found the lowest 26%. Almost all of the team types are involved in the orientation of new hires. Both the orientation and on-boarding process are done according to the time line set in the TA guideline.

Most of the metrics available in TA importance is understood by most of the respondents. However, cost per hire, measuring employer branding, and measuring number of candidates notified the status of recruitment is given low emphasis to other types of TA measurement. HR team members rate most of the TA measurement tools as important and extremely important.

This study identified the speed of hire, quality of hire and attracting best talent as major challenges of the TA practice in IRC Assosa field office. Reducing the cost of hire is identified as the lowest challenge of TA counting 6% according to respondents. In line with sourcing of candidates through social media, 46% of the respondents claim lack of time as the highest challenge. Whereas 26% said there is no need to use social media. Furthermore, 60% of the respondents said there is a consistency challenge in the workforce planning process.

4.2. Conclusion

Literally, this research study has been initiated with the inspiration of to solve problems associated with recruitment and selection. However by making this inception idea to a more strategic issue it has developed to assess the practice of Talent acquisition. After a deep observation of literature about recruitment and selection, a better ways of looking the recruitment and selection concept came in line with a stronger theme named "Talent Acquisition". Consequently, I have raised the talent acquisition subject to a more strategic level and developed a proposal to undertake a case study on the assessment of a Strategic Talent Acquisition.

The collection of relevant literature about strategic talent acquisition was difficult. Especially finding written book is tedious, as the subject Talent Acquisition is a new term. In spite of the challenge to find a literature review, the World Wide Web has contributed a lot for the identification of written materials online. The study has successfully unlocked finding the literature challenge except one theme that is candidate relationship management. Candidate relationship management is part of the TA process. Further, written material could not be found about this subject. Apart from these, the study has successfully reviewed relevant literature and presented in the relevant literature section.

Data analysis and interpretation of the study has been completed as per the planned contents of the proposal. All respondents were willing to fill questionnaires during data collection. The organizations willingness and approval to undertake the study takes the highest credit for the success of the research. IBM SPSS Statistics 20 software has helped the study to quantify data, correlate variables, and present diagrams accordingly.

As part of the strategic talent acquisition, workforce planning takes the highest credit for a successful operation of the process. Here is the stage where all the talent acquiring efforts are drafted initially. This stage is where all the TA components and their activities and their proceedings are planned. The study uncovered the need to engage workforce planning subject to a higher extent in IRC Assosa Office. Increment of human resource market assessment practice is also suggested as a remedial measure to fully engage the workforce planning practice.

Sourcing strategy identification that suites each job matter to a high extent for the attraction of potential candidates. Various sourcing channels exist as an option to suit job responsibilities

which are discussed in the literature review section. While dealing with sourcing channels hiring managers follow up has its own input to the development of the right sourcing strategy. Hiring manager's satisfaction is rated as good by the respondents of the study, but with few reservations of timeline usage and information sharing. This research suggested both hiring manager and recruiter to develop a recruitment plan for each position every time they meet to fill a post.

Assessing strategy that fits to screen the required skill and competency is a core task that helps recruiter and hiring manager to sift candidates. Incorporating various types of assessment tools strengthens the screening process. Here also meeting pre-scheduled timeline in screening candidates, calling candidates for interview and other vantage points where stakeholders meet to assess talent is essential. The overall hiring process should not take a longer period of time beyond sixty days. Communicating stakeholders about the change of schedule plan is also pertinent.

The on-boarding process is the process where all the TA efforts will be landing by getting together organizational culture and new hires arrival. In doing socialization networking lets the new comer to easily adopt the organization culture. Clear identification of basic orientation and on-boarding process to all hiring managers is essential.

Analytics of talent acquisition components lets the organization to understand its position about the human resource market available, costs incurred, quality of hire and the endeavors to improve the quality of candidates sources. IRC Ethipia Assosa field office is recommended with this regard to include branding and its analysis, and other essential metrics that will help the improvement of talent acquisition.

In general, this research has successful accomplished its purpose in the identification of workforce planning practice, assessing employment branding practice, searching the types of sourcing & assessing mechanisms used, on-boarding practice assessment, and searched the talent acquisition metrics importance.

4.3. Recommendation

According to the observation of respondent's response towards the workforce planning practice of IRC Assosa field office, it has been identified that planning is sometimes done in an unexpected way. Furthermore, employer branding is not considered during the workforce planning. Employer branding is not included in the TA guideline of the organization. Probably the inclusion of branding in the organizations TA guideline will bring more benefits in reaching potential candidates to a greater extent.

Workforce planning measurements is given low priority according to respondents. Measuring the talent acquisition using various tools will help the organization to improve its workforce planning practice to higher level. In addition, increasing the HR market assessment practice will help to rip the benefits of workforce planning more. As lower involvement of the HR team has been evident in the study, it is recommended to increase the involvement of HR professional in the planning. The workforce planning section of literature review describes suggested ways of solving these issues.

Most of the organizations sourcing channels used to attract candidate concentrate using job portals and local boards. The effectiveness of using company carrier sites is low according to respondents view. The practice of using various additional sourcing channels is limited. Social media the recent sourcing channel being accepted as good source of candidates is use to limited extent. Even though, some of the respondents suggested no need to use social media, its importance has been evident to other organizations and it a trending sourcing tool brought to us by the 21st century.

The overall satisfaction of hiring managers about sourcing is registered as the good effort HR professional working in the team. However, few respondents claim about the timeline used for sourcing as longer. Addressing the timeline issues can be resolved by setting a recruitment plan together with hiring managers, and scheduling the recruitment activities. Further information can be found in the literature review sourcing section.

Behavioral assessment is being used at a lowest and while video screening tool is not used. It could be due to the nature of positions and internet connection availability that why this assessing tools is not used. Finding ways to incorporate this assessment tools in the TA practice

can let the organization to view candidates from a different perspectives. Hiring manager's satisfaction in the assessing stage has witnessed the support of recruiters to hire extent. However, hiring managers claim that recruiter's response in providing information and answering questions has a little attention that draw these study. In line with these, the study suggests recruiters improve their information providing and answering of questions on spot to hiring managers. In addition, some of the respondents claimed recruiters respecting of agreed up timeline as being late. Using the recruitment planning tool is suggested to resolve timeline issues.

The hiring workflow of winners takes more than four weeks after the winners are identified. The overall time spent to fill positions is longer. Likewise sourcing, hiring procedures shall meet hiring manager needs. Otherwise, continuing timeline problems could impact affecting the organizations effort. Recruiters together with hiring managers need high attention of filling positions timely.

Low attention is given in socialization of new hires as part of the on-boarding process. New hire orientation, paper work, benefits enrollment, coaching, and handing of employee hand book are the strong practices of the organization. This study suggests the establishment of socialization networks to let new hires be accustomed with the organizations culture. Furthermore, HR professionals need to clear the difference of orientation and on-boarding process, as the study witnessed a little confusion among respondents how to orient staff and then complete the on-boarding process. Using the organization socialization model adopted from Bauren and Erdogan is suggested by the study.

Most of the measurement tool importance for TA has been understood by respondents. However, as employer branding is a new term to the organization, the metrics practice do not exist. Whereas, analysis of cost per hire and notifying candidates about recruitment status improves the organization image can easily identify the cost associated with hire.

TA challenges in association with speed of hire can be corrected by designing a recruitment plan for each position. The inconsistency challenge of workforce planning shall be converted by including HR team more in the planning practice and fully engaging the process. The quality of hire and challenges of finding best talent can be addressed by using embracing various sourcing channels such as social media and establish a employer branding strategy.

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APPENDEX I: Survey Questionnaire for Strategic Talent Acquisition

Indira Gandhi National Open University, Study Center of St. Mary's University
School of Social Science, Master of Arts in Public Administration
Talent Acquisition Survey Questionnaire for IRC Ethiopia Assosa Field Office

Dear Respondents,

I am a graduate student of Masters of Arts in Public Administration at Indira Gandhi National Open University.

The purpose of this research paper is to assess the "**Strategic Talent Acquisition Practice of IRC Ethiopia Program Assosa Field Office"**. Your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the paper.

I, the researcher would like to assure you that this questionnaire is only for the purpose of research work and your respective response will be kept confidential.

Research Background

The term, Talent Acquisition is often used synonymously with recruiting. However, these are two very different things. It is now considered that recruitment is a sub set of Talent Acquisition (TA), which includes the activities of sourcing, screening, interviewing, assessing, selecting, and hiring. In some organizations this extends to early stages of on- boarding. TA as defined by Deloitte is "a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs." This research revolves around the concept of TA.

Questionnaire Guideline

As part of the survey five key stages of Talent Acquisition practice are included.

- The **Planning Stage** which consists all activity involved in identifying staff needs and developing a strategy to meet those needs,
- The **Sourcing Stage** includes all actions required to find talent, most often executed by recruiters or sourcing specialists,
- The **Assessing Stage** involves screening applicants, interviewing candidates, and assessing qualifications,
- The **Hiring Stage** begins after final assessment, and includes the tasks that require attention prior to an employee's first day in a new role, and
- The **Orientation and On-boarding Stage** begins with distribution, completion, and submission of new hire paperwork, and continues on through orientation.

You are not expected to write your name or anything which describes your personal identification.

__Note__: If you have any questions or comment, please contact me with the below address:
Name: Girum Gebremichael, Tel: +251912121213
Email: girumgmic@gmail.com

Please put a tick mark (✔) in the box to the following questions and list out when appropriate.
I kindly request your honest, genuine and prompt response as this research is a valuable input for the talent acquisition profession.

PART I: Demographic Data

1. Sex: ☐ Female ☐ Male	
2. Age: ☐ Under 25 Years ☐ 26 to 35 years ☐ 36 to 45 years ☐ Over 45 years	
3. Qualification: ☐ MA/MSc ☐ BA/BSc ☐ Diploma	
4. Department ☐ CWI ☐ HEALTH ☐ EH ☐ Supply Chain ☐ HR/Admin ☐ Finance ☐ Management	
5. Service year in IRC ☐ Under 1 year ☐ 5 to 7 years ☐ 1 to 3 years ☐ Above 7 years ☐ 3 to 5 years	
6. Current position level : ☐ Coordinator ☐ Manager ☐ Officer ☐ Assistant	

PART II: General Talent Acquisition

No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I.	**General Talent Acquisition**					
1	We source new talent when the need arises and relay on traditional methods of assessing, hiring, and on-boarding. We are not tracking any performance metrics					
2	We do our best to identify and plan for talent needs, but our existing process is outdated and consistency is a challenge					
3	We have a high level talent acquisition strategy. We track performance of metrics to monitor efficiency and efficacy, but there is room for improvement					
4	We have a clear talent acquisition strategy. We regularly assess talent needs and plan accordingly, tracking performance of each stage of our process closely to ensure maximum impact					
5	HR gives training for hiring managers to make the best hiring decisions					

No	Particulars	Not at all Effective	Slightly Effective	Moderately Effective	Highly Effective	Extremely Effective
II.	**How would you rate your organization's effectiveness for each of the following five talent acquisition phases?**					
1	How would you rate the overall effectiveness of your organizations talent acquisition efforts?					
2	Planning					
3	Sourcing					
4	Assessing					
5	Hiring					
6	On-boarding					
III.	**To what extent do your organization uses technology to manage the various aspects of the talent acquisition process?**					
1	During Planning					
2	During Sourcing					
3	During Assessing					
4	During Hiring					
5	During On-boarding					

6. Which of the below are your top objectives and challenges in talent acquisition for your organization?

☐ Reducing cost of hiring   ☐ Attracting best talent

☐ Better quality of hire   ☐ Improved candidate experience

☐ Speed of hire

Part III: Planning

1. Which of the following best describes your talent acquisition strategy?

☐ Annual workforce planning at all levels

☐ Regular or frequent workforce planning based on unexpected requirements

☐ Reactive workforce planning based on unexpected requirements

☐ We need to define new strategy

2. Which of the following are parts of your organization's talent acquisition planning efforts?
   (Select all that apply)

☐ Budgeting

☐ Candidate experience

☐ Recruitment Marketing

☐ Workforce planning

☐ Employer branding

☐ Talent acquisition performance evaluation

☐ Human Resource Market assessment (both internal and external)

3. How far in advance does your organization plan for talent acquisition needs?

☐ Monthly

☐ Quarterly

☐ Up to six months in advance

☐ Up to One year in advance

☐ Up to five years in advance

☐ We do not plan for talent needs

4. What are the top two factors driving your organizations talent acquisition strategy? **(Please choose the top two)**

☐ Lack of required skill availability in the candidate pool

☐ Changing beneficiaries requirements or needs

☐ Increasingly competitive environment for employers seeking top talent

☐ Changing demographics and requirements of available workforce

☐ Budget cut backs

Part IV: Sourcing

No	Particulars	Not at all Effective	Slightly Effective	Moderately Effective	Highly Effective	Extremely Effective
I.	**Sourcing Channels (How effective does your organization consider the following sourcing channels?)**					
1.	Company carrier site (IRC web site)					
2.	Local job boards					
3.	Social networks (such as facebook, LinkedIn, and others)					
4.	Resume database (Candidate pool)					
5.	Employee referral (Recommendation)					
6.	Job portals (such as ethiojobs, employethiopia, and others)					
7.	Out sourcing recruitment for agencies					

8. What are the challenges of using social media for hiring? **(select all that apply)**

☐ Enough training not given for recruiters

☐ Do not have the time to use social

☐ Not useful for our industry

9. Do your organization allocate specific budget for employer branding?

☐ Yes

☐ No

10. Who is responsible for employer branding initiative in your organization? **(select all that apply)**

☐ Communication   ☐ Partnership between both

☐ Human Resource   ☐ We do not need branding

No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
II.	**Sourcing Hiring Manager's Satisfaction**					
1	The recruiter had a good understanding of the position I was trying to fill					
2	I was satisfied with where the job was posted					
3	The recruiter contacted me regularly about the progress of the search for talent					
4	Potential candidates were presented to me with in a satisfactory time frame from when the personnel requisition was approved					
5	The recruiter provided me with candidates that met the qualification and skills required for the position					

Part V: Assessing

1. Which of the following methods does your organization use to assess candidates in the talent acquisition process? **(Select all that apply)**

☐ Screening questions included in the application process   ☐ Group interview

☐ Phone screening with recruiter   ☐ Behavioral assessments

☐ Video screening or interviewing   ☐ Skills and competencies testing (Written exam)

☐ Traditional one-on-one, in office interviews

2. How does your organization use the above assessment data? **(Select all that apply)**

☐ as a screening tool ☐ to identify high potentials

☐ to measure quality of candidate ☐ to measure technical skill and ability

☐ to gauge candidate culture fit

No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I.	**Assessing in Talent Acquisition - Hiring Manager's Satisfaction**					
1	The recruiter provided me with the results of the screening process					
2	I believe the screening questions created by the recruiter helped me narrow down the candidate pool.(potential candidates saved for similar position or for future use)					
3	I was satisfied with the recruiter's recommendations as a result of the screening process					
4	The recruiter was able to accurately answer my questions					
5	If the recruiter was unable to answer one of my questions, he or she followed up with the information					
6	The recruiter followed up the agreed up timeline during the planning stage while scheduling interviews					
7	I was satisfied with the overall quality of the candidates I interviewed					
8	The recruiter provided me with candidates that met the qualification and skills required for the position					

Part VI: Hiring

1. On average, how long does it take to complete hiring workflows after making the final candidate selection?

☐ Less than a week ☐ More than four weeks

☐ One up to two weeks ☐ Do not know

☐ Two up to four weeks ☐ We do not track time to hire

2. What is your offer to join ratio?

☐ 0% - 50%

☐ 51% - 75%

☐ 76% and above

3. Which of the following are reasons for winners to decline accepting job offer in your organization? (**Select all that apply**)

☐ Better compensation package/ offer by competitors

☐ Personal reasons

☐ retained by earlier organization

☐ Location constraint

☐ The organizations operation is not sustainable

No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I.	**Hiring in Talent Acquisition – Hiring Manager's satisfaction**					
1	The recruiter created the offer in a reasonable time frame					
2	The recruiter got back to me in a timely fashion about any negotiations from the candidate					
3	The recruiter followed up with me about the status of the background check (reference check)					
4	The recruiter worked effectively with me to establish a start date for the candidate					
5	Overall I was satisfied with the amount of time it took to fill the position(s).					
6	I believe the recruiter who worked with me had a positive influence on my hiring experience.					

Part VII: Orientation and On-boarding

1. Which of the following are parts of your organization's on boarding process? (**Select all that apply**)

☐ New hire paper work

☐ Benefits enrollment

☐ New hire orientation

☐ Coaching/ Mentoring program

☐ Social networking activities

☐ Distribution and overview of employee handbook

2. On average, what is the length of your organizations orientation process?

☐ One day

☐ 3 – 5 business days

☐ Less than one month

☐ Three months

☐ Six months

☐ One year

3. On average, what is the length of your organizations on-boarding process?

☐ One day   ☐ Three months

☐ 3 – 5 business days   ☐ Six months

☐ Less than one month   ☐ One year

No	Particulars	Not at all Effective	Slightly Effective	Moderately Effective	Highly Effective	Extremely Effective
I.	**To what extent are the following sectors involved in the on-boarding/ orientation process.**					
1	Human Resource and Administration					
2	Hiring Manager					
3	IT					
4	Finance					
5	Supply Chain					
6	Program					

Part VIII: Measuring Talent Acquisition Process

No	Particulars	Not at all Important	Slightly Important	Moderately Important	Highly Important	Extremely Important
I.	**How important are the following metrics to your organizations talent acquisition performance?**					
1	Application received per posting					
2	Candidates screened per position					
3	Offers extended or accepted					
4	Time to fill a position					
5	Cost per hire					
6	Quality of hire					
7	New hire retention					
8	Measuring employer branding					
9	Number of candidates notified the status of recruitment per position					
10	Quality of candidate sources					

Thank you for your cooperation and genuine answer!!!