

**2nd Macedonian Human Resource Association
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“People Mean Success!”

How To Find The Best Talents

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Agenda:

- Talents Today
- Job Analysis
- Creative Hiring
- Diversity
- Selection
- Continuous Improvement
- HR Business Partner

Talents Today

What has mattered all the time:

- Price and quality

What has changed:

- Rules for job security
- Predictability
- Psychological contract
- Perception of colleagues
- People as competitive advantage

Needs And Interests

Company

- Competitive Advantage - People
- Intellectual Capital – capture in the system = own
- Lower the Cost of Employees
 - „younger“ means cheaper
 - avoid severance package
 - flexible contracts
- Culture of Performance
- People as Resources

Me

- Competitive Advantage – my Uniqueness
- Intellectual Capital – not share = own
- Increase my Price
 - increase my competence to increase my labour market price
 - negotiate good contract
- Work-Life balance
- I am not a Resource, my name is ...

Job Analysis

- Input for hiring and selection decisions
- Stakeholders management
- Wider context (team, succession, demographics etc.)
- Documentation
- Clarity about what we want to hire

Creative Hiring

- Keep eyes open
- Keep a registry
- Network
- Go where good candidates are
- Internet
- Ex-employees
- It is the person, not the name of the agency
- Employer Brand

Diversity

- Broaden your options in recruitment
- Pros and cons of diverse teams
- Teach managers to manage Diversity and Inclusiveness

Selection

The goal of the selection process is to find the best available person for the job, a person with the knowledge, skills, abilities, and motivation to successfully fill the position.

Companies hire people on Knowledge and Skills and fire on Personality.

The Importance of Hiring and Selection

- **Business Case for Selection –**
expensive when failed:
 - Time
 - Money
 - Culture, Leadership perception, Engagement
 - Selection matters on all levels
- **The Power of HR**
- **Cultural change**
Examples

Return on Investment

- Good candidate hired and enthused
- Manager further developed and motivated. Made accountable.
- HR received feedback for improvement
- Employer Public Relation, Brand
- Labour Market Intelligence increased

The Process of Selection

- HR responsible for the process and always in control
- Stakeholders management
- Recruitment Guidelines (decision making)
- Keep written evidence
- Who is selecting whom?
- How do we treat people here?
- Protect the candidate - confidentiality
- Learn about the Labour Market

How To Minimize Mistakes

- HR in control and responsible for the process including communication
- Selection Methods
- More people involved (extra benefit: leadership development, culture shaping)
- Management positions: Grandfather principle
- When in doubt, do not employ!

Selection Methods

■ Pre-employment tests

- Memory, Vocabulary, Cognitive Ability, Information Processing tests
- Personality tests
- Etc.

■ Selection

- Interviews
- Assessment and Development Centres

Continuous Improvement

HR, ask for Feedback:

- Selection evaluation
- Hiring Manager – HR: mutual feedback
- Feedback from rejecting candidates

Be A Business Partner

- People are too expensive source to be „owned“ by one manager
- Manage The Hired Talent
- Talk Money!
- Introduction Programme
- 3 months interview

**Good Luck With Your
Hiring!**

And Maintaining!