

Please Note



**This resource is not final.
Feedback is requested.**

This is developed for T/TA staff to use in training. While the content can be adapted and modified to meet audience needs, trainers should be careful not to alter the core messaging and content.

This resource was developed for the Office of Head Start by the National Center on Program Management and Fiscal Operations. It is for noncommercial use only.



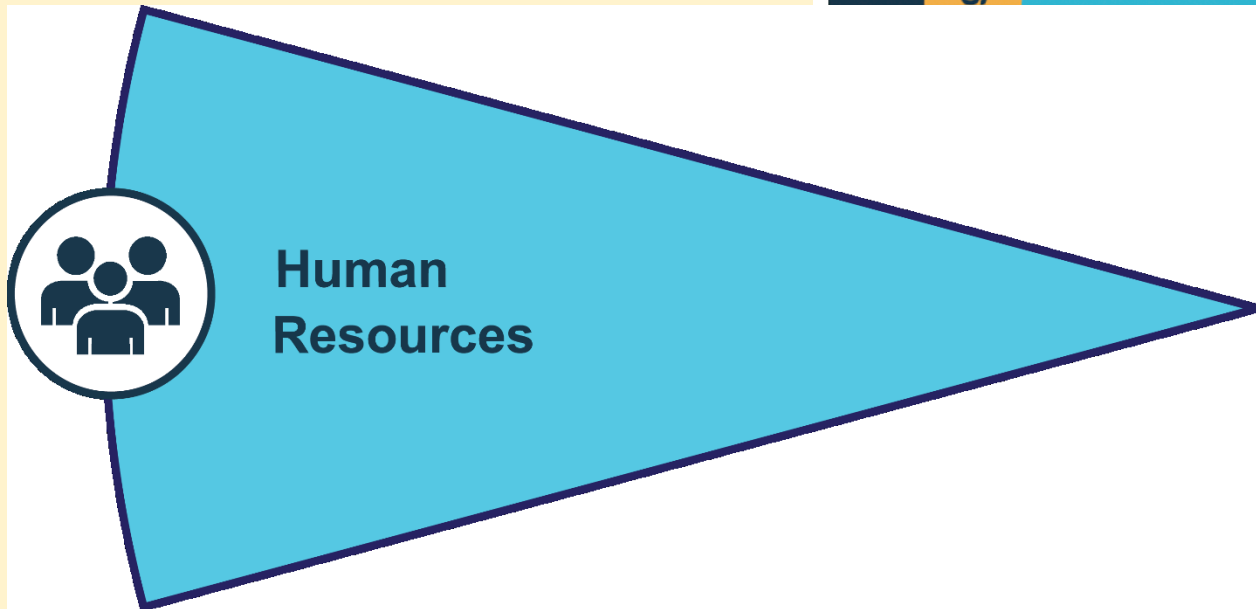
Head Start A to Z

Human Resources: Talent Acquisition



NATIONAL CENTER ON
Program Management and Fiscal Operations

Human Resources Systems

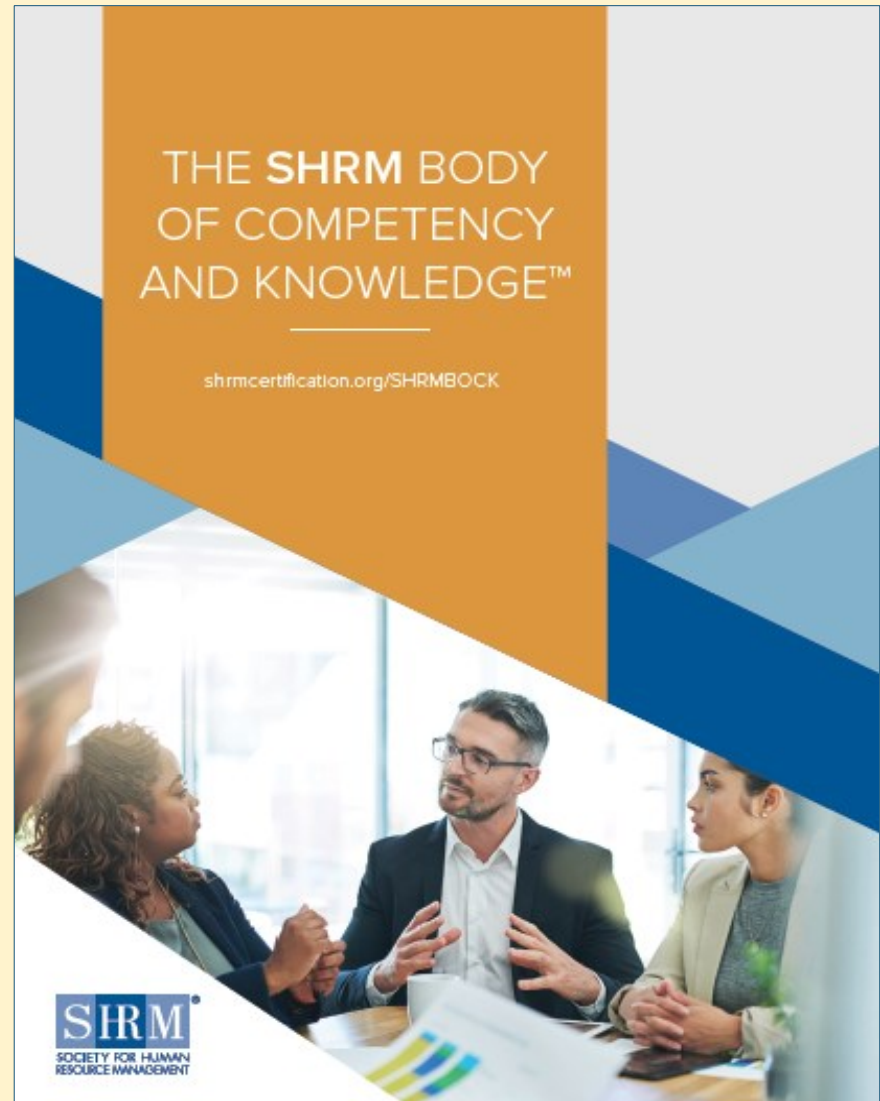


- Remind us that a Head Start program is only as good as its people
- Ensure that staff and volunteers have the credentials and competencies needed to fulfill responsibilities

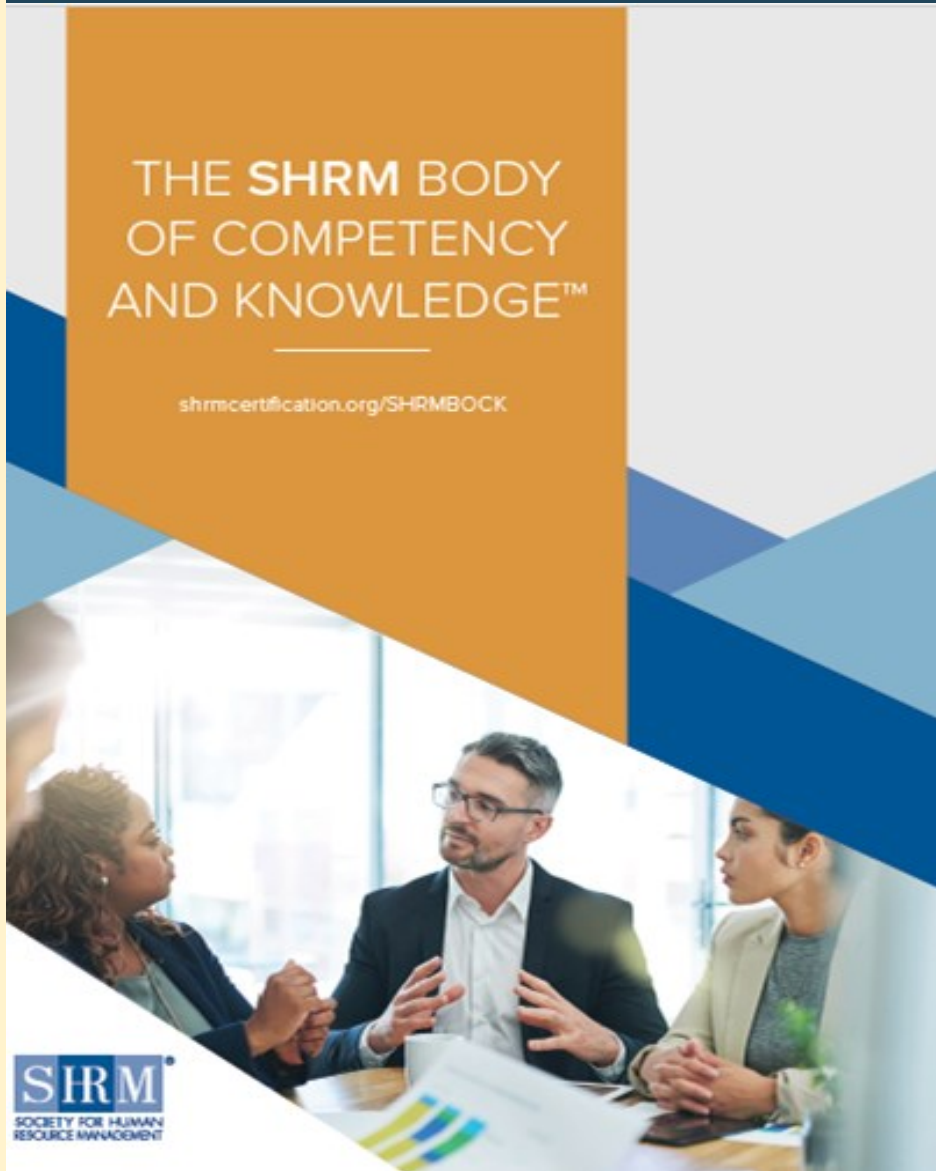
SHRM Body of Competency and Knowledge

The Society on
Human Resource
and Management

**Knowledge
+ Behavior
= Success**



SHRM Functional Areas (FA)



1. HR Strategic Planning
2. **Talent and Acquisition**
3. Employee Engagement and Retention
4. Learning and Development
5. Diversity and Inclusion
6. Employee and Labor Relations
7. Organizational Effectiveness and Development

Learning Objectives

In this session participants will:

- Recognize the connections and differences between recruitment and talent acquisition
- Explore the 17 recruitment metrics that are important in high-performing organizations
- Analyze a “perfect hiring formula” and the “cost of a bad hire”
- Consider a comprehensive approach to employee onboarding
- Examine the benefits of a job analysis process
- Review staff qualifications in the HSPPS 1302.91

Reflective Body Voting

1. I haven't spent a lot of time focusing on talent acquisition.
2. I have a working knowledge of talent acquisition.
3. I use talent acquisition strategies in my hiring practices.
4. I am very aware of what talent acquisition means to the bottom line.



Table Discussion



Talent Acquisition and Recruitment

- Review the handout
- Circle the recruitment and talent acquisition that “caused you pause” or was an “aha moment” for you
- Discuss what you circled with tablemates
- Be prepared to share

Talent Acquisition



Recruitment



17 Recruiting Metrics



Activity: 17 Recruiting Metrics

Recruiting Metric

Recruiting Metric

Recruiting Metric #2

Time to Hire

Recruiting Metric #1

Time to Fill

1. Sort the cards into two categories:
 - Those that yield **quantitative data**
 - Those that yield **qualitative data**
2. Select the top three that you believe your program is currently using.
3. Which one would you encourage your management (leadership) team to focus on within the next three months?

recruiter.

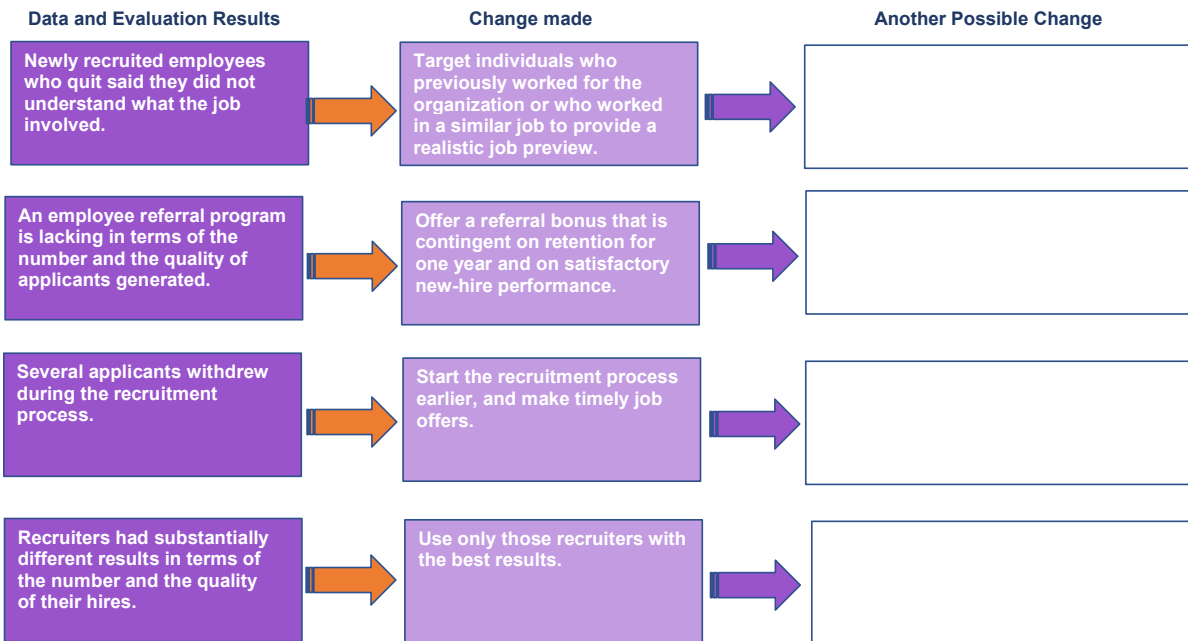


Exercise: Six Possible Ideas for Recruiting



Six Possible Ideas for Recruitment Strategies: What Would You Do?

Directions:



Re-Recruit Your Workforce

Personal Support / Emotional Strategies

Instill a positive culture

Create better
work/life balance
(aka lower stress)

Communicate



Show
appreciation for
achieving
program goals

Make employees feel valued

MORE...Re-Recruit Your Workforce

Professional Support/ Career Strategies

Training

Coaching/
feedback

Mentoring

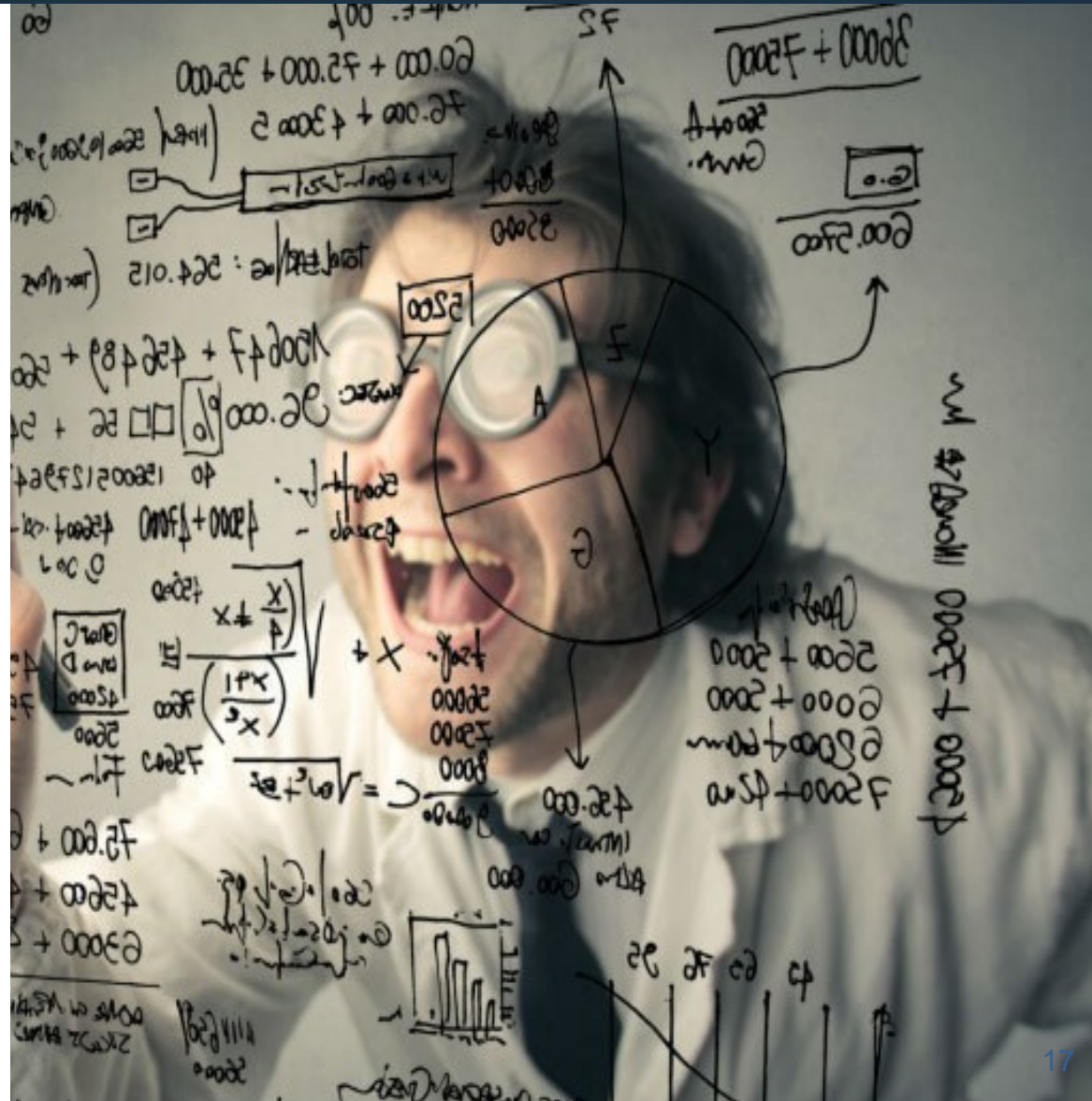
Provide growth
opportunities

Foster trust and
confidence in senior leaders



Activity: The Perfect Hiring Formula

50%
of all hiring
decisions
are mistakes
– Peter Drucker



Elements of a Hiring Formula

Sourcing (recruiting)

Screening (interviewing process)

Talent assessment

Offer and induction

Joining

Exercise: Calculate the 'Cost Of a Bad Hire'

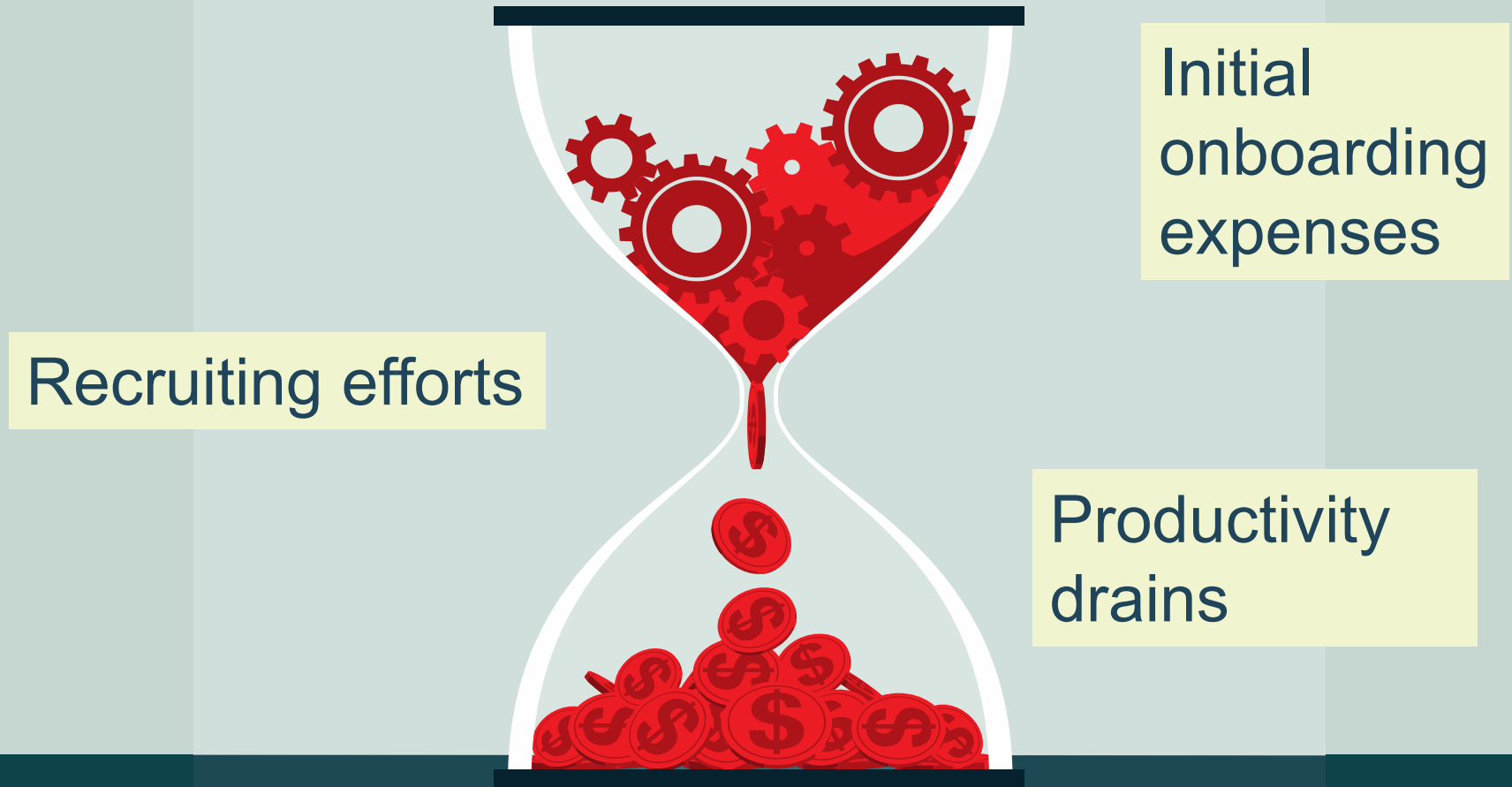


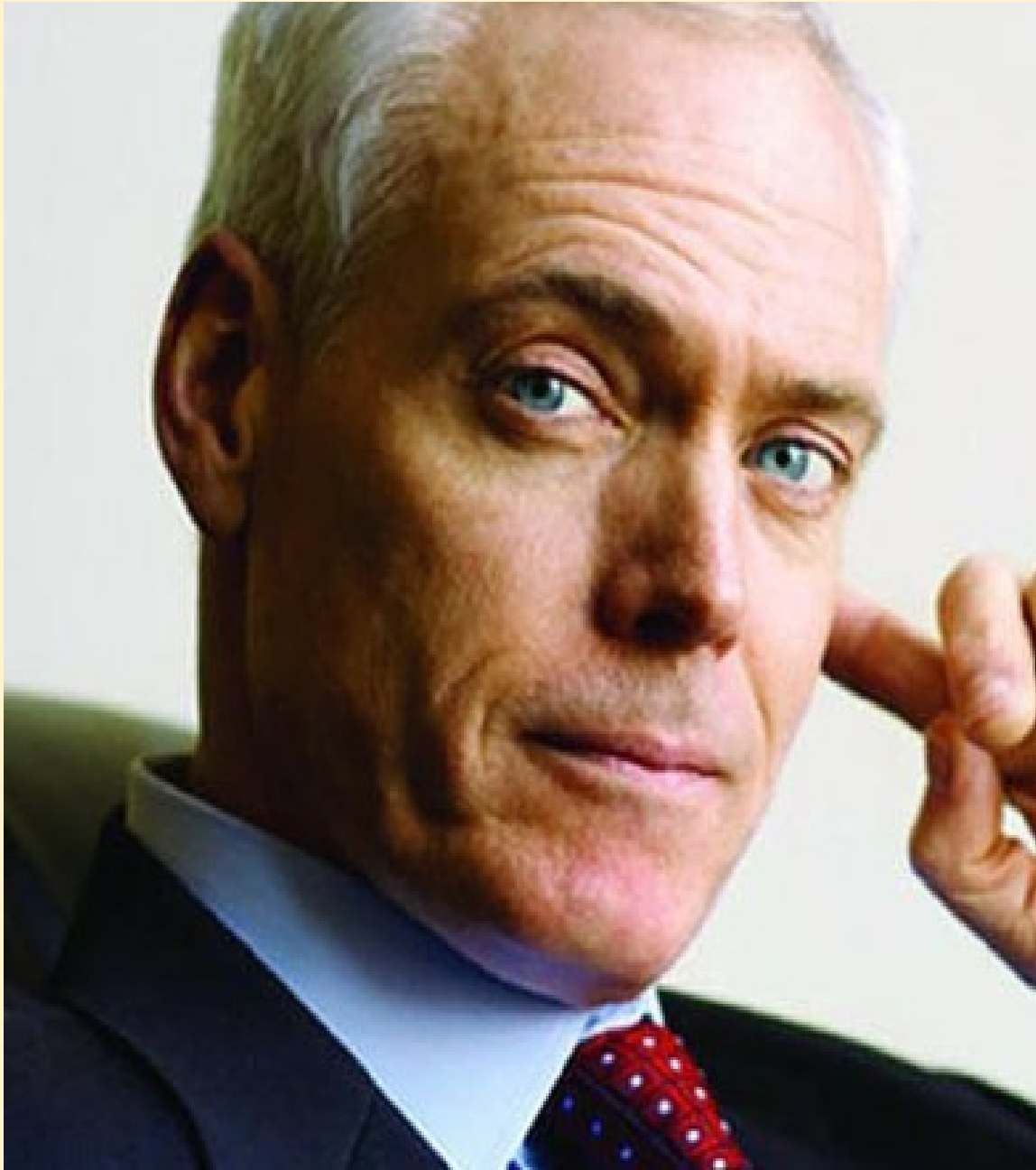
Quantifying the Cost of a Bad Hire Worksheet

1. Hiring Cost = \$ _____ +
(Cost of assessments, screening, selection and other hiring processes like travel costs, technology costs, etc.)
2. Compensation = \$ _____ +
(Salary given to a non-productive employee is as good as money poured down the drain. The US Dept. of Labor suggests that a bad hire cost about 30% of the employees first year earnings)
3. Maintenance= \$ _____ +
(Benefits offered to the employee)
4. Severance = \$ _____ +
(The costs of turnover in terms of exit formalities, severance packages and other pay-outs)
5. Opportunity costs= _____ +
(The costs that would have been saved, had a high-productive employee been hired in the first place)
6. Disruption costs = \$ _____ =
(The spiraling impact on the overall team, which leads to disruption of culture and attitude)

Source: Kulkarni, Rhucha. The Cost of a Bad Hire. People Matters (December 2017)

Factors that Cost \$\$\$

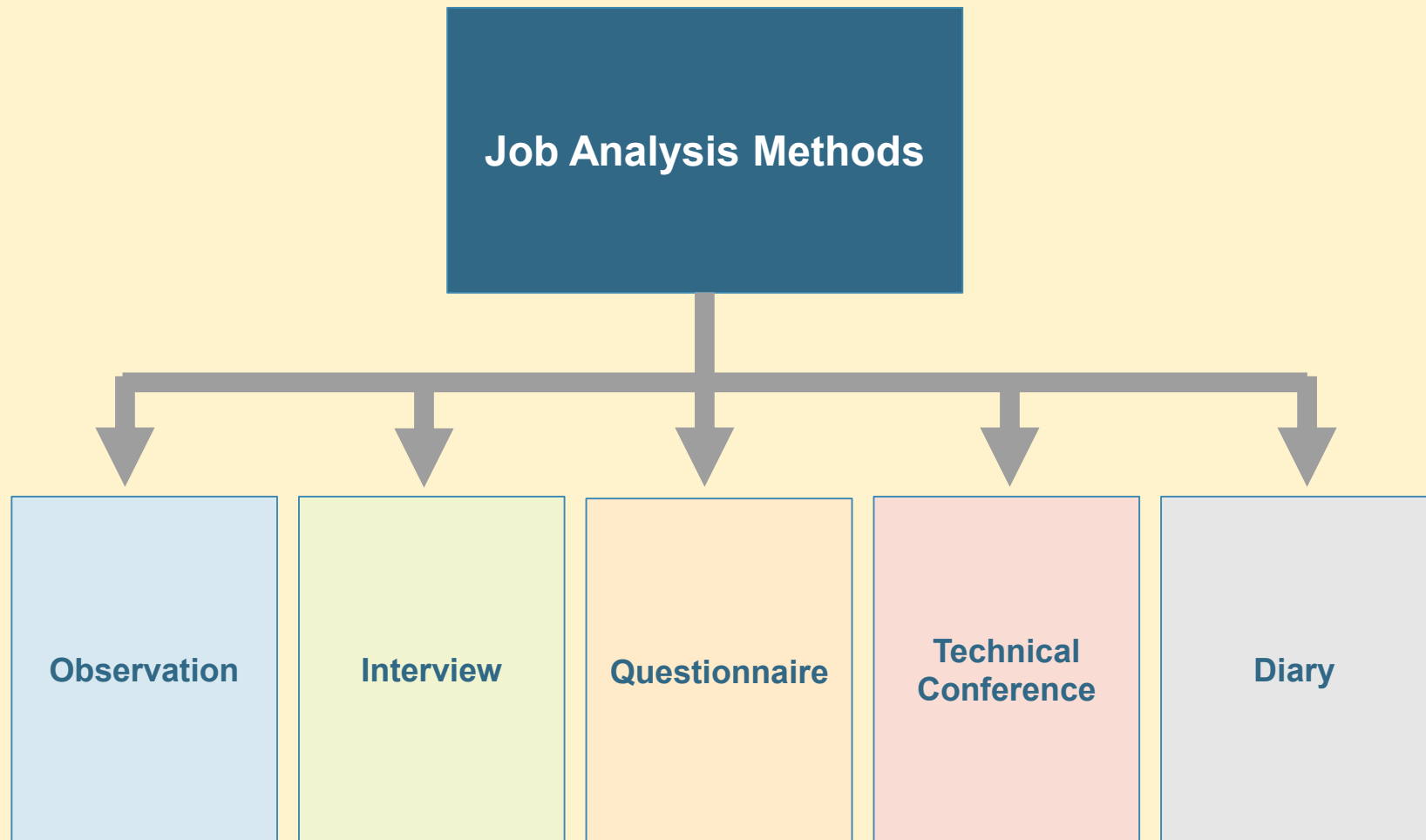




“The old adage about people being your greatest asset is not true. People aren’t your greatest asset. The *right* people are!”

—Jim Collins,
Author of *Good to Great*

Job Analysis



Job Analysis Video

JOB ANALYSIS



<https://youtu.be/qy09Ls6NqEo>

HR
BASICS

A Job Analysis

About to do a job analysis



Head Start
az

Job Analysis Questionnaire

PURPOSE
The purpose of the position analysis questionnaire is to obtain current information on a particular position based on a review of job duties and responsibilities. The answers to this questionnaire should describe the various aspects of the work performed therefore it's important to provide as much detail as possible. In order to get an accurate description of this position, we are asking you to complete this questionnaire that asks for information about the duties of the position. The questionnaire does not ask about job performance; only what the job requires.

INSTRUCTIONS
Please complete this questionnaire as honestly, completely and accurately as possible. Base your answers on what is normal to the job, not special projects or temporary assignment duties, unless these tasks are a regular part of the position. If two answers seem to fit your situation, just check the one that works best. When answering the questions, imagine you are describing this position to a neighbor, friend or to someone just hired for the job.

Supervisor(s) will also be asked about the position, but they will not be allowed to change your responses. We appreciate your active participation in this important matter. If you have questions, please feel free to ask your supervisor or program director. Keep a copy of the completed document for future references. Please note that a job description will result from this questionnaire.

Please return this questionnaire to _____ Maintain a copy for your records.

A. EMPLOYEE DATA (PLEASE PRINT):
Your name: _____

PLAN
Identify objectives

PREPARE
Identify jobs and organize the process

CONDUCT
Select a method and collect job data

DOCUMENT
Create job descriptions

UPDATE
Keep current and available



Staff Qualifications Briefs



COMING SOON

Staff Qualifications:
Steps for Programs to Consider

Reflective Body Voting

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Additional Resources



- Talent Acquisition Strategy and Recruitment Life Cycle
- Interview Questions to Assess Relationship-Readiness
- 12 Dimensions of Talent Acquisition of High Performing Organizations



Contact PMFO



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<https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations>



Call us: 888.874.5469



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CHILDREN & FAMILIES



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