Please Note

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
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
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
Recruitment

- Strategic Sourcing
  - Lead Generation
  - Pipeline Management
  - Social Recruiting
  - Passive Candidate

Onboarding

Assessment & Selection

Hiring
17 Recruiting Metrics
Activity: 17 Recruiting Metrics

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

#### Directions:

**Data and Evaluation Results**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Change made</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly recruited employees who quit said they did not understand what the job involved.</td>
<td>Target individuals who previously worked for the organization or who worked in a similar job to provide a realistic job preview.</td>
</tr>
<tr>
<td>An employee referral program is lacking in terms of the number and the quality of applicants generated.</td>
<td>Offer a referral bonus that is contingent on retention for one year and on satisfactory new-hire performance.</td>
</tr>
<tr>
<td>Several applicants withdrew during the recruitment process.</td>
<td>Start the recruitment process earlier, and make timely job offers.</td>
</tr>
<tr>
<td>Recruiters had substantially different results in terms of the number and the quality of their hires.</td>
<td>Use only those recruiters with the best results.</td>
</tr>
</tbody>
</table>

**Another Possible Change**

- [ ]
- [ ]
- [ ]
- [ ]
Re-Recruit Your Workforce

Personal Support / Emotional Strategies

- Instill a positive culture
- Create better work/life balance (aka lower stress)
- Communicate
- Make employees feel valued
- Show appreciation for achieving program goals
MORE... Re-Recruit Your Workforce

Professional Support/Career Strategies

- Training
- Coaching/feedback
- Mentoring

Provide growth opportunities
Foster trust and confidence in senior leaders
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 $$$

- Recruiting efforts
- Initial onboarding expenses
- Productivity drains
“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 Methods

- Observation
- Interview
- Questionnaire
- Technical Conference
- Diary
Job Analysis Video

https://youtu.be/qy09Ls6NqEo
A Job Analysis

About to do a job analysis
Staff Qualifications Briefs

Staff Qualifications:
Steps for Programs to Consider

COMING SOON
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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

pmfo@ecetta.info

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

Call us: 888.874.5469