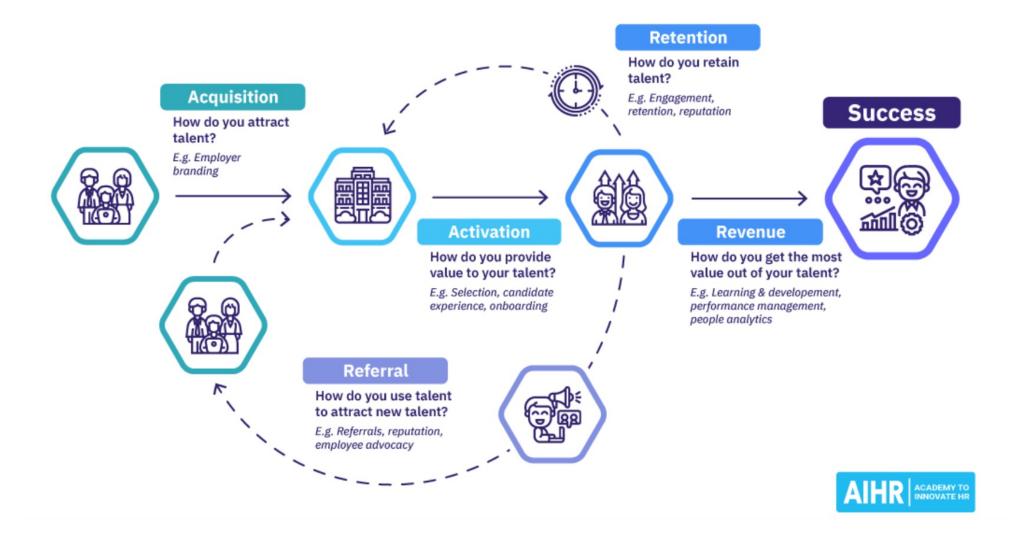




Attract New Talents Story of Facebook



Talent management



Talent management

Talent Management Framework Example

Total rewards

- · Employee compensation and benefits
- Employee incentives
- · Employee rewards
- Employee recognition programs
- Pay for performance

Succession planning & identifying

- Talent profiles
- Executive Education
- Leadership assessment & evaluation
- · Succession management
- · Fast-track leadership programs
- · Actively match top talent to critical roles

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6

Talent Management



Talent strategy & planning

- Employee engagement, retention & rewards strategies
- Identify business metrics and measures
- · Form your strategic HR team
- Workforce planning

Talent acquisition

- · Sourcing, recruitment advertising
- Define the Employer Value Proposition (EVP)
- · Candidate pools
- Identify, attract & select talent in an effective recruiting process
- Onboarding

Training & development

- Align learning with organizational goals L&D strategy
- · Nurture a learning culture
- Measure training effectiveness
- Offer appropriate & varying learning channels
- Manage learning outcomes, achievements and rewards





Employee performance management

- · 360-degree assessments
- · Leadership development
- · Coaching and mentoring
- Career mapping
- Professional development
- · Goal alignment



Talent Acquisition – Trends for 2024

Find the best talents:

- 1. Internally from current employees
- 2. Externally new talented employees

What are current talent acquisition trends for 2024 according to you?

Talent Acquisition – Trends for 2024

Color key = Initiatives that executives believe will deliver the most busines	= Initiatives that executives believe will deliver the least business growth		
1. Enhancing the EX/EVP to attract and retain top talent	On the agenda	11. Improving sustainability/ESG accountability, metrics, reporting	
2. Investing more in benefits to improve physical/mental health	globally	12. Combating increased health and benefit costs	
3. Improving workforce planning to better inform buy/build/borrow strategies		13. Rolling out new HR tech / optimizing existing platforms	
4. Improving our HR/People analytics capabilities		14. Delivering on DEI goals	
5. Redesigning work to incorporate AI and automation		15. Redesigning our work operating model for increased agility	
6. Enhancing/modernizing rewards practices		16. Optimizing the HR service delivery model	
7. Investing more in benefits related to retirement savings and financial well-being		17. Putting sustainability/ESG at the heart of our business agenda	
8. Designing talent processes around skills		18. Delivering on WEF Good Work standards	On the
9. Improving people managers' capabilities		19. Cultivating a digital-first culture	On the agenda fo
10. Investing in talent assessment and employee skills development		20. Restructuring, downsizing, and/or significant M&A activity	only 15% HR leade

Trends 2024

Al and recruiters

- Writing job descriptions.
- Build chatbots.
- Integrate job platforms.
- Manage candidate profiles.

Al for candidates

- Tailoring resumes.
- Drafting cover letters.

Early career hiring

- Using online assessments and training programs.
- Companies branching into high schools and similar institutions to attract talent.

Trends 2024

Hiring for skills

- Prioritising what candidates know over where they have been.
- Emphasis on skill-based hiring.
- No longer sticking so much to specific degrees.

Flexible working

Designing work for new demands

– talent shortages

Flexible working – what types can be offered?

Six dimensions of flexible working Where When What Location and Hours and Job content infrastructure scheduling and sharing How Who Why **Alternative** Scaling and Mission and workforce and technology purpose automation

Trends 2024

Talent in fixed roles

- Jobs with pre-determined volume of work
- Jobs that demand consistency due to control/expertise
- Stable roles that benefit from workforce planning and managed job architecture

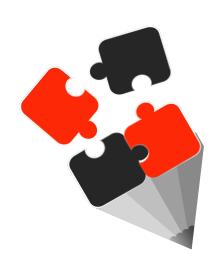
Talent in flex roles

- Jobs with a proportion of time designated for non-fixed tasks
- Additional activities from internal gigs, marketplace opportunities, etc.
- More fluid roles that benefit from skills insights and talent deployment processes

Talent fully flows to tasks, assignments, and projects

- Jobs with no pre-defined owner and work allocated on a needs basis
- Bursts of activity aligned to capability
- Agile roles that benefit from skills-based planning and credentialing

Task: Talent Acquisition



What tools would you use to talent acquisition?

- A) Internally
- **B) Externally**

AND WHY?

Your ideas and outcomes would be discussed and shared with others.

Task: Talent Acquisition

What tools will you use for talent acquisition?							
Internal				External			
EMPLOYEE REFFERALS	Internal transfers	In the current company - word of mouth	Dataset of employees' competencies in HRIS	Job fair	Trainee program	State Labour Office	Job portals
Internal job posting	Nomination by manager	Succession planning	Promotion	Company careers pages	Interview	Write a proposal to the company that I am interested.	Social networks
Job Exchange Program	Internal career fairs	Requalification	Temp to hire	Headhunters	Cooperation with universities	Competitions in the specific fields	Media (newspapers, TV, radio, billboards)
Part-time to a full-time position		Temporary to a permanent position.		Governmental programs	Services of recruitment agencies	Career events	Networking

Talent management (TM) in SMEs

Disadvantages:

- SMEs often face a lack of HR resources.
- Have no or insufficiently formalised TM processes.
- The challenge of keeping talented employees over a longer time.
- Financial constraints, e.g., talent programs and tailored compensation systems.

Advantages:

- Great extent of informal practices coupled with close relationships between employees and management.
- Flexibility and adaptability.
- Direct communication often more informal.
- Opportunity for impact.

Talent management (TM) in SMEs



Talent management (TM) in SMEs



termination of employment

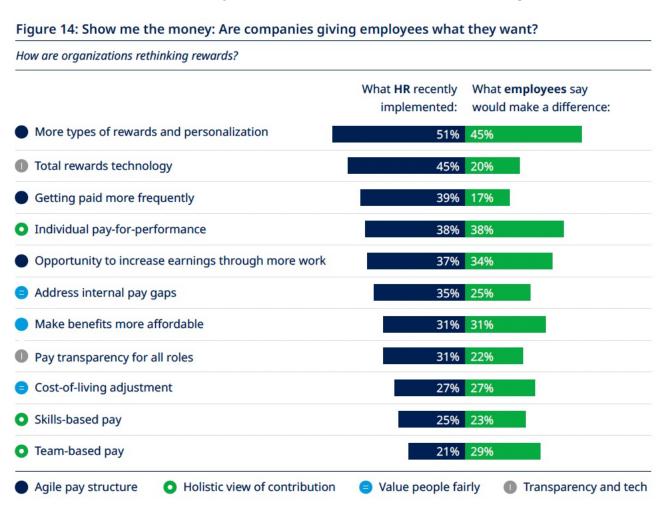
Team work (20-25 min) + sharing results, discussion

Pillars of Talent Management in the context of 3 modules

	SMEs	Big corporations	International Environment
Inside the firm	$\sqrt{}$		
Recruitment	7	•••••	• • • • • • • • • • • • • • • • • • • •
Outside the firm			
Learning & Development			
Compensation Management	4	•••••••	•••••
Intangible	7		
Performance Management			

Compensations and benefits

When asked how their employer can improve their compensation, employees first and foremost want more types of rewards and the opportunity to personalize their package



Thank you for your attention.