

BACHELOR THESIS

Recruitment and talent Acquisition as competitive advantage in ICT sector

Recruitment and talent Acquisition as competitive advantage in ICT sector

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**MASARYKŮV ÚSTAV
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Declaration

I hereby declare that I have compiled this final thesis on my own and all the quoted literature as well as other sources used in the thesis are listed in the bibliography. The electronic copy of the thesis is identical with the hard-bound copy. I approve that this diploma thesis is published pursuant to Section 47b Act No.121/2000 Coll., on Higher Education and on the amendment and modification of other acts (the Higher Education Act), as amended.

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Thank you God.

Abstract

This thesis deals with Talent Management theoretical frame, Recruiting and Talent Acquisition as well as current hiring trends in order to achieve competitive advantage on the market. Through conducting of the both primary and secondary resources analyses recruiting process description, applicants needs and shift between recruiting and talent acquisition were defined as the most significant points. This was done by combing both theoretical and practical researches.

Key words

Recruitment, Acquisition, Talent, Talent Management, Selection, ICT, Talent War.

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Introduction

People search for a work as well as employers search for workers were present from the very beginning of transition men self-employment as they had to gather everything they need to keep them alive through serfdom in the Middle Ages to the stage we are living in. As Roberts¹ says, so called "current stage" the hunt for the best has its own phases. According to McNeese² it has begun with the great strains and even violence as economic systems shifted from hand labour to artificial labour, the work done by machines. This kind of transition had a huge impact on the development of hiring processes. As industry evolves, it develops every part of work as well. The new employers needs comes with new requirements. These processes however, were and are evolving to this day, with a little twist. Requirements are rising on both employees and employers side. Employers nowadays, tend not to search only for an employee, nor for the worker. They are looking for talents. For a person with great skills and abilities. Especially in the ICT sector, to which our thesis is dedicated to, is visible great change. Companies have to be and stay attractive, effective at what they are doing, have social and environment responsibility and last but not the least they have to offer more than money, in order to stay competitive. The company image has become one of the greatest competitive advantages in modern recruiting.

Talent acquisition and talent recruitment topic is very current and highly discussed among many people, experts, employees and employers themselves. This topic is narrowly linked to a Talent Management and Talent itself, both which this thesis will give more information about, in theoretic part. Thesis will also give more information about Recruitment, its historical approach and how do companies recruit nowadays. According to the newest trends this thesis will explain some of the current and very specific employee gathering ways, companies tend or the best of them used and are using. Thesis will inspect deeper into a recruitment methods, managing recruitment process and what does the successful recruitment means. As it has been stated already, there is transition happening from very basic recruitment to a talent acquisition as competitive advantage.³

¹ Roberts, G. *Recruitment & Selection*. 2nd ed. London : Chartered Institute of Personnel and Development (CIPD), 2005. pp 212-214

² McNeese, Tim. *The Industrial Revolution, History of civilization*. Lorenz Educational Press, 2000. ISBN 9780787704261. pp 37-42

³ SURVEY, UNIVERSUM.: <http://universumglobal.com/articles/2017/04/universum-releases-2017-u-s-talent-survey-data/>, 2017.

Talent acquisition is not just another way to express recruitment, nor it is jargon fad, it is something we should pay attention to. According to Reynolds, Douglas and Weiner⁴ the difference between two terms is strategic. Bringing new talent into organization is risky. Recruiting is the term that have been used for years meaning to send out signals into marketplace and bring a new person into your organization to fulfil some important role. Recruitment is an action, it is tactic, and it is a process. It usually involves activities of sourcing, screening, interviewing, selecting and hiring but the concept of bringing new talent into organization should be more than a tactic. People are one of the costliest expenses. Adding new people changes organization culture and allows it to reach wider market. When the new person adds value organization is stronger. Concept of bringing new talents into organization should be considered as a strategic initiative. Talent acquisition includes tactic of recruiting but also some strategic elements that helps business grow such as talent planning and strategy, employment branding, candidate audiences, candidate relationship strategy, metrics and analysis. These core elements have tactics and activities just like recruitment. Recruitment itself is element of talent acquisition. Talent acquisition is strategic initiative that helps the business grow.

The main objective is to offer solution on issue arising from both desk and field research. For this purposes, this thesis is giving information about recruitment as it was and as it is currently, employees gathering and hiring methods, as well as information about Talent, Talent Management and Talent Acquisition, following with discussion regarding data research and research methods, an in-depth dive into topic Talent War and finishing up with both primary and secondary researches results. Fact that the talent acquisition is relatively new term, has affected also the methods and resources that the information has been mined off. The term is still to be determined by theory. However, platforms and resources like YouTube, blogs or LinkedIn has been used.

The main objective of this thesis should be reached through companies analysis, as well as sector analysis, based on data gathered through not structured interviews, questionnaires, desk and field research.

The ICT sector has been chosen specifically as it is one of the trendiest and fastest evolving sector. There are many books, theses and papers written already, however, this topic offers lot of opportunities to find the way, how to improve recruitment to become competitive advantage for any company acting in ICT sector. For this we have chosen one specific company in ICT sector as well as companies working in and with ICT sector worldwide.

⁴ Douglas H. Reynolds, John A. Weiner. Online Recruiting and Selection: Innovations in Talent Acquisition. 2009. ISBN 9781405182300. pp 85-87

THEORETICAL PART

1 Recruitment

1.1 Historical approach

In this part of the thesis we deal mainly with theoretical aspects of the subject. Many organizations are ruled by the motto that employees are the most important asset of the company. Is this so? The answer is a definite yes. Organizations often tend to involve managers in the process of recruitment and selection of employees, even when it comes to large organizations that have for such cases its own special department. Many times, organizations gain competitive advantage thanks to their staff, so this process is extremely critical and belongs to key activities to ensure proper functioning of the company. Human resources exploitation as a competitive advantage means also a change, because management should modify its view at the employees and look at them as equal partners rather than as the expense of the organization which must be minimized at any cost.⁵

The process of human resource contains certain key activities, which are essential for that what is in the organizations maintaining high performance employees, these are: planning, human resources, recruitment, acquisition, layoffs, putting on job, training, performance management, remuneration and evaluation, career development employees and as time goes by and companies' human resources management and talent management itself is evolving, there are many to come.⁶

However, an enterprise within the staff must know their needs. An activity that ensures that company will have the right number of staff in the right places, at the appropriate time, with the required qualifications and experience, who will execute their functions effectively is called human resources planning.

In this process, organization, a specialized component or management determines the needs of employees in organizations. Decisions are made as to whether the company needs employees, what kind of employees, with what kind of qualifications, experience etc. The process of planning human resources is essentially the basis for the process of recruitment and selection of employees. To make the process of planning successful and effective, it is necessary to follow certain principles: it is

⁵ Claydon, Tim a Beardwell , Julie . *Human Resource Management: a contemporary approach*. místo neznámé : Pearson Education Limited, 2007. 9780273707639. pp 67-71

⁶ Robbins, Stephen P. a Coulter, Mary . *Management*. New Jersey : Pearson, 2012. 9780273752776 pp 123-128

necessary to know and respect the strategy of the organization, the planning process of the organization and personnel planning process should be time harmonized, personnel planning should become the interests of the whole organization.⁷

However, the planning process is preceded by yet another business venture. It's an activity that gets information about the current human resources in organizations called assessment the status quo. This information is obtained through a questionnaire, where employees fill in the name, education, experience, training, language skills, specific skills and others. A lot of information is not sufficient for management. In simple terms, the analysis work aims to define what are the employee obligations in each workplace and minimum requirements for an employee to work at certain position. This operation is often handled by professionals who follow the work of individual employees. From process analysis, we get the file information that is much more familiar to us. The results from such analysis are basically the basic requirements for candidates and are, job description and specification work.⁸

1.2 Recruiting nowadays

In the previous chapter I have shown the traditional approach on how to handle recruiting. Of course, the process of recruiting also depends on position we are hiring candidate to. As I stated in my thesis name "recruiting and talent acquisition as competitive advantage in ICT sector" I am mostly going to focus on hiring those working in and for ICT sector.

First, I want to stress out how important recruiting itself is. It has been said that if you do not know where you are headed, you have no way of knowing when you have reached your destination. The recruitment is two-sided affair. It is tremendously important for a hirer to know who he is looking for. It is equally important for a candidate to know what he is looking for.

The first step you should take when filling a position is to take the time to generate your own job description (JD), rather than relying on the company's existing JDs, which might not accurately define the job in terms of your current needs. The JD you create will: Profile the job's functional requirements and the skill sets necessary to discharge those duties. Profile the job's performance responsibilities, or its deliverables, and the analytical skills and other supportive professional behaviors that allow successful

⁷ Claydon, Tim a Beardwell , Julie . *Human Resource Management: a contemporary approach*. Harlow : Pearson Education Limited, 2007. 9780273707639. pp 54-57

⁸ Robbins, Stephen P. a Coulter, Mary . *Management*. New Jersey : Pearson, 2012. 9780273752776. pp 129

execution of the work and the working and reporting relationships. Define realistic educational and professional credentials.

The basic definition of the concept of recruiting employees is as follows: acquisition employees is an activity that seeks to ensure that vacancies attract a sufficient number of candidates to a specific place at a particular time and costs. But these are not the only activities that are engaged in the process of recruitment. This process also includes some other activities, such as providing public information on job sites. Acquisition and selection of employees are essentially key moments in forming, high-quality workforce in the company. This activity is called these and staffing. The process of recruitment is to ensure that the flow of information between the organization and potential candidates, which would ensure a response by the tenderer for the supply of labour in the organization. There are certain internal and external conditions, which play an important role in recruitment, especially about candidates' response for the spot in the organization. Among those internal we include: the nature of work, position in the organization, requirements on employee, the scope of the powers, duties and responsibilities, working time and work organization itself, place of work, or working conditions. All these factors affect the potential employee and create in him a positive or negative approach. The most important external conditions: demographic conditions (structure of the population), economic conditions (e.g. job market), social conditions (education, family values), technological conditions (new jobs), living conditions (in the settlement organizations) and political-legislative conditions, especially where we include discrimination, political creed, age, colour, skin.⁹

1.2.1 Employees gathering

Employees or candidates we can gain from two sources. According to Robbins we recruit employees either from outside or inside the organisation.

Recruiting employees from outside (outside the organization) - it is a gathering of employees from an environment that is outside the structure of the organization. Such resource brings with it certain advantages, such as new ideas and innovation within the company, new ideas and motivation, but also some disadvantages, such as cost of acquisition of such employees, training costs, lack of information about the capabilities of a new employee.

Recruiting employees from the internal environment (current employees of the company) - it is essentially a divider, or transfer of the current employee to another position for which it was selected. Internal resources are very high quality, because these are more established employees who are identified with the culture of the

⁹ Navigating the first year: advice from 18 executives. Favaro, K., Karlsson, P., & Neilson, G. 2012. pp 137

company, the company knows what you may expect from them, knows their quality and costs of obtaining such employee are extremely low, almost zero. The only disadvantage is the fact that the employee often produces no innovation, for example from a competitor, because it is part of the organization. ¹⁰

1.2.2 Recruitment methods

We know several methods of recruitment.

Advertising with the help of the mass media - it is a print, and already local, regional, or national, magazines, television, radio, radio, internet, appeal to a broad spectrum of candidates. The advantage is that the organization may focus on specific groups of potential candidates, the disadvantage is the occurrence of a large amount of under-qualified candidates.

Labour offices - the advantage is low implementation costs; the disadvantage is the fact that in most cases offices are registered with low-qualified applicants.

Employment agencies - can inform a huge number of candidates with their own databases, but their disadvantage is too high costs.

Employee Recommendations - It's basically the recruitment of the jobseekers with the help of their own employees, because they know the best what the company requires. The disadvantage is that such a resource may limit the diversity of employees.

Recruitment events at universities - this method is very popular especially in Japan, where they prefer especially fresh graduates. The advantage is a large source of candidates; the disadvantages mainly concern the reception limits for certain positions.

Evidence of random applicants and former employees - accelerates the process of finding suitable candidates, the disadvantage is the limited number of candidates.

Temporary Assistance - This is a temporary assistance to employees; the benefits consist of covering temporary needs; the disadvantages can be tracked at high costs; such temporary staff often do not share the business objectives and activities.

Leasing of employees or independent suppliers - this is basically a staff turnover; the advantage is to cover temporary needs, especially for longer-term projects; the disadvantage is the employee's interest in just the project. (Robbins, S., P., Coulter, M., 2012. p. 214-227)

¹⁰ *Strategic Talent Management: A review and*. Collings, D.G. a Mellahi, K. Galway : Elsevier, 2009. 304 313. pp 13-19

1.2.3 Managing recruitment process

The process of recruiting employees is very complicated especially in ICT sector. It must be done so that both sides are satisfied whether this is the party's organization, whether it is the employer or the employees themselves. In order to properly manage the recruitment process, these 12 points were created to be followed:

- a. Identification of the need for recruitment
- b. Description and specification of the job
- c. Consider possible alternatives
- d. Selection of the characteristic features of the workplace on which recruitment and selection of employees will be based
- e. Identification of potential sources of candidates
- f. Choice of method for recruiting candidates
- g. Selection of information to be obtained from tenderers
- h. Formulation of job vacancy – posts
- i. Publication of job vacancies – posts
- j. Collecting information about job seekers and working with them
- k. Early selection of candidates based on the information submitted
- l. Establish a list of candidates who will be invited to the selection process¹¹

1.2.4 Successful recruitment

For successful recruitment, it is important to follow certain rules that should generally be applied to personnel departments or parts of all companies and organizations. These are 7 points that should help in getting employees within the organization. The individual points are as follows.

The organization should inform about vacancies, especially, its own employees who are part of it, and potential outside applicants.

If a company appeals to potential employees from the outside environment, it should always be unanimous; it should publish its name.

It is important that candidates are sufficiently informed about the job, its characteristics, requirements, and conditions.

The organization should inform individual candidates of the process status; the situation.

The organization should seek to gain its employees only based on their ability to perform the required work.

¹¹ Robbins, Stephen P. a Coulter, Mary . *Management*. New Jersey : Pearson, 2012. 9780273752776. pp 247-255

The company should not mislead, overdo, to exaggerate, it should not promise what it cannot offer or fulfil.

The organization should not discriminate candidates based on race, religion, political affiliation, gender, age, etc.¹²

1.2.5 Selection process

After the employee recruitment process, a new process can be started, but it is time-consuming and more demanding, with a choice of employees. While the recruiting employees' job was to find suitable candidates in a sufficient amount, the task of selecting employees is to assess each candidate for a specific job, a profession. The selection of employees, the selection process is much more demanding than the recruitment. During the process of recruitment will do the most work essentially alone candidates who show interest in the position within the company, where during the selection process the firm based on selected procedures inviting, analyses, selects, evaluates the individual applicants and based on that gets to a result - To the selection of the most suitable, best candidates. However, the selection of employees does not have to be a one-off operation. It is often the case that for a high number of individual candidates the process is repeated and the number of candidates is decreasing. The selection of employees themselves ends with the selection of the most suitable or most suitable candidates and the signing of the contract of employment or, if necessary, subsequent training. The basic role of the employee selection process is the ability to predict that the employee we have chosen will be the best, the most successful, the most appropriate in his / her job. Such a candidate must, however, meet certain assumptions, criteria and predictors, for example, the criteria may be working success and the predictor is, the characteristics based on which we choose employment. Similarly, as in recruitment, and in the selection process, or the selection of employees it is mainly engaged in such activities human resources, human resources management, or personnel part of the business.

Selection processes are extremely important, and they must be extremely alert and attentive. It is important that all activities and essentials in the process of recruitment were set so that based on these information the decision are always maiden correctly. Decisions are correct when the candidate selected by the company is doing his work correctly. But there may also be a situation where a mistake has occurred and a candidate who would perform his / her work correctly was rejected and a candidate who does not know how to do the job 100% is accepted. This is a problem because something, a certain activity in the employee selection process is not properly set up,

¹² Roberts, G. *Recruitment & Selection*. 2nd ed. London : Chartered Institute of Personnel and Development (CIPD), 2005. pp 79-81

and there are situations when the company comes up with high-quality and efficient workers, who would be beneficial. Such errors can be corrected, but in most cases, they are unnecessarily costly for the business, besides, they could also mean a reduction in the performance of the organization and many other complications.¹³

During the selection process, selection interviews, emphasis is placed on assessing the 5 core areas, namely: what kind of the impression candidates leave, what is the qualification of the applicant, whether the candidate has certain inherent abilities for the job, motivation of the candidate for the job, emotional balance of the candidate.

Selection processes should have a certain structure. The whole process should have some parts that should be chronologically arranged: initial interview with the candidate (indicative); collecting and analyzing the data we obtained from the candidates (CV, questionnaire, references); verifying the professional, qualification and personal assumptions of the job seeker; selective resp. job interview; an overall assessment of the selection process and a decision to accept a specific or multiple tenderer; concluding an employment contract with the candidate and deciding on his / her admission to the place, usually for the probationary period.¹⁴

Selection processes can be divided into three phases:

- a. Preparatory phase - At this stage, the enterprise primarily identifies its needs, selects the source of potential workers and how to obtain them
- b. Selection phase - in particular, the examination of CVs, determination of how many interviews will be held, offer, boarding, etc.
- c. Evaluation Phase - This is basically a trial period, a process of analyzing statistics

Various tools are often used in the selection process to assist in the correct selection of candidates. Through these tools, the organization acquires important information that can influence its decision-making. In the following section, we will mention some of these tools, reminding them of their advantages and disadvantages. These tools are:

- a. Application

Benefits: relevant biographical data, prediction of abilities based on acquired biography data

Disadvantages: Often little information is relevant to the job vacancy, the process is costly and complicated

¹³ Robbins, Stephen P. a Coulter, Mary . *Management*. New Jersey : Pearson, 2012. 9780273752776. pp 97-98

¹⁴ Douglas H. Reynolds, John A. Weiner. *Online Recruiting and Selection: Innovations in Talent Acquisition*. 2009. 9781405182300. pp13-14

- b. Written tests
 - Advantages: they are a relevant source of information that provides information on the job prospects of the job, practice, character characteristics, etc.
 - Disadvantages: e.g. Intelligence tests can often distort the skills of applicants because they do not point out their abilities and skills
- c. Performance tests
 - Advantages: The obtained data are based on the analysis of the work, they provide very good information about the abilities of the candidates and their assumption to perform the job
 - Disadvantages: high difficulty, especially in terms of preparation and evaluation
- d. Interview
 - Advantages: a high level of structure and organization, the use of the same questions, the same conditions
 - Disadvantages: the possibility of placing inappropriate questions, bias
- e. Examining the past
 - Advantages: confirms the relevance of the curriculum vitae, provides a wide range of information about the candidate
 - Disadvantages: Examining the past is not of crucial importance in the production process, as it does not confirm candidates' strengths,
- f. Physical Examinations
 - Advantages: they are particularly relevant when selecting for physical work
 - Disadvantages: If physical examinations are not directly related to the performance of physical work in organizations, they become unnecessary, the possibility of unwanted discrimination¹⁵

The most important role in the selection process is primarily the verification of the candidate's qualifications and personal assumptions, which can be verified by several techniques and methods, depending on the complexity of the profession and its importance. Important information often helpful in selecting employees is information from various experts, data from a psychological or medical examination. Such data have a lot to talk about the psychic or physical health of the candidate, whether he or she has the prerequisites for doing the job correctly and without problems.¹⁶

In the selection process, two kinds of interviews are preferred. Informative conversation - in essence, it is an interview with a business representative at the initial contact of the applicant with the organization. However, the business representative should note that the interviewer creates an impression of the organization and that

¹⁵ Robbins, Stephen P. a Coulter, Mary . *Management*. New Jersey : Pearson, 2012. 9780273752776. pp 213-214

¹⁶ *Confidentiality, Disclosure, and Data Access. Theory and Practical Applications for Statistical Agencies*. Doyle, P., Lane, J., Theeuwes, J., Zayatz, L. Amsterdam : North-Holland, 2004. pp 97

the interview is in a pleasant environment, with the representative of the organization being willing and competent enough to provide the necessary information about the company and the job.¹⁷ Selection interview - is of great importance in the selection process, should also be attended by the manager of the potential employee who should talk to him / her when he / she knows best what kind of person (qualification, character, etc.)

However, there are also several types of interviews, depending on the individual requirements. According to the number of candidates and the structure of the participants: Interview 1 + 1 - the interview is conducted by one representative of the organization The second one is interview with members of the organization - there are 3-4 representatives of the organization who are assessing a particular tenderer, it should be workers who have a higher status and are qualified to assess the candidate. The third type is gradual interview - this is a combination of the two previous interviews. And the last type of interview I would like to talk about is group interview - a group of candidates is evaluated, i. Examined by one or more representatives of the organization, such a method saves time. According to content and conduct of the interview we distinguish between three types of interview. The first one is so called "Freely ongoing interview" - in this interview is not determined the exact structure of the interview takes place freely, targets are not fixed, this form of interview is not very useful, because we cannot evaluate all candidates equally. The second one is standardized interview - it is essentially the exact opposite of freely held interviews, it has a well-defined structure, goals, and precise questions and prevents subjective evaluation of candidates. And according to authors the last type of interview we recognise is combined interview - as it appears from the title, it is a combination of a freely running and standardized interview, where there is an attempt to eliminate the drawbacks of both methods and, on the other hand, to take advantage of each of them.

The script for the interview must have some of the features. It is advisable to create a specific subject that will lead the interview itself. It is very important for questions to be formulated so that the organization obtains valuable information to help them choose the right candidate or candidates. It is not appropriate to ask for the private life of the candidate; in addition, it is unmistakable. It is important not to raise questions about the applicant's sense of discrimination, racial motif, pointing to physical or psychological shortcomings, etc. In the following lines, we will introduce the scenario, respectively.¹⁸

¹⁷ Claydon, Tim a Beardwell , Julie . *Human Resource Management: a contemporary approach*. místo neznámé : Pearson Education Limited, 2007. 9780273707639. pp 64-65

¹⁸ Douglas H. Reynolds, John A. Weiner. *Online Recruiting and Selection: Innovations in Talent Acquisition*. 2009. 9781405182300. pp 97

There are couple main principles to be followed during the interview. The structure of the questions should be the same for all applicants, that is, each candidate should be asked the same questions. It is necessary to have detailed information about the candidate and the job he / she is interested in minimizing interviewer information before the interview is objective. Behavioral issues should be placed in such a way that the candidate discusses in detail how he behaved in the given situation. It is very good if the organization uses a standardized form in the interview. During the interview, it is important for the assessor to make notes, write down the findings, his behavior, shortcomings, etc.

The evaluating member, members should avoid short interviews that could lead to hasty and incorrect choices in the employee selection process.¹⁹

Employee selection should be defined as a process in an organization with fixed principles and policies. In fact, we want to say that certain principles should be laid down according to which the selection processes and the members of the organization themselves should be managed. The first and probably the most prominent principle of employee selection policy should be that the selection of workers should only be made based on their assumptions and the ability to work successfully on the job. However, this principle is violated in many cases because it is often the case that the selected candidate is the one who does not have the best qualifications for the job, but has, for example, knowledge of the firm. Another principle should be the observance of the applicable laws, especially the laws that suppress any discrimination. A very important rule is the fact that the selection process is a two-sided issue, where not only the organization does select but also the candidate himself. Information obtained from the applicant to organizations for the purpose of selection should be considered as secret and should not be further disseminated by the organization. When choosing workers, it is very important not to use only one method for assessing the candidate, but a combination of multiple methods. Tests should be considered as complementary to decision making It is a very important principle that the employees of the organization participating in the selection process trained, qualified and knowledgeable in order to be able to make the best assessment of who is most suitable for the job, It should also be bear in mind that the selection process should be well organized, uncomplicated and unpretentious for administrative work, and that the most reliable means of selecting workers is the interview with the candidate himself. Probably the most important part of the selection process is decision-making itself. This is not at all easy, and the organization's

¹⁹ Robbins, Stephen P. a Coulter, Mary . *Management*. New Jersey : Pearson, 2012. 9780273752776. pp 103-105

personal management should determine a certain scale to select individual bidders. The most standard are descending: exceptional (above all the applicant fulfils the conditions for the required job), above average (in many ways, above all, meets the conditions for the job), average (meets all standard conditions and in some ways excellent), needs improvement the candidate is acceptable, but in some ways an improvement is necessary) and finally insufficient (insufficient performance for the required job). Based on this scale, it is possible to easily allocate individual applicants to individual groups and thus identify who of them are extremely fit for work, who are partially and who are not at all suitable.²⁰

²⁰ **Claydon, Tim a Beardwell , Julie .** *Human Resource Management: a contemporary approach.* Harlow : Pearson Education Limited, 2007. 9780273707639. pp 45-53

2 Talent acquisition

Talent acquisition may make you think that it is just a synonym of the recruitment and selection concept. However, according to authors, talent acquisition encompasses more than recruitment and selection alone. Talent acquisition considers all the involved processes into attracting, selecting and hiring the new employees which reach beyond the recruitment and selection practices. Talent acquisition “includes elements of employment branding, outreach, networking, and relationship building with potential candidate communities”. The thesis topic of international talent acquisition is focusing on the relationship building with potential candidates, or otherwise networking and creating a positive candidate experience of employer brand and its practices of the recruitment and selection process; the research is also focused on talent sourcing via employing recruitment agencies. Theory on the positive candidate experience imposes that candidates (as favored to customers) long for positive experience of the ‘product’ (in this case, recruitment and selection process and employer brand). Therefore, employers must understand the power of positive candidate experience: candidates are potentially a source of referral, good or bad, now and in the future. The same understanding applies to employers working with recruitment agencies. Recruitment agencies must also bring as positive as possible image of the employer by conducting appropriate recruitment and selection process. Recruitment partnership management can also relate back to the candidate experience via partnership development.²¹

2.1 Talent planning and strategy

2.1.1 Talent Management

Talent management is a multi-faceted concept that has been championed by HR practitioners, fueled by the war for talent and built on the foundations of strategic HRM. It may be viewed as an organizational mind-set or culture in which employees are truly valued; a source of competitive advantage; an effectively integrated and enterprise-wide set of sophisticated, technology enabled, evidence-based HRM policies and practices; and an opportunity to elevate the role of HR practitioners to one of strategic partner. Talent management is therefore defined here as both a philosophy and a practice. It is both an espoused and enacted commitment – shared at the highest levels and throughout the organization by all those in managerial and supervisory positions – to implementing an integrated, strategic and technology enabled

²¹ **Claydon, Tim a Beardwell , Julie .** *Human Resource Management: a contemporary approach.* Harlow : Pearson Education Limited, 2007. 9780273707639. pp 97-99

approach to HRM, with a particular focus on human resource planning, including employee recruitment, retention, development and succession practices, ideally for all employees but especially for those identified as having high potential or in key positions. This commitment stems in part from the widely shared belief and explicit recognition that human resources are an organization's primary source of competitive advantage; an essential asset that is becoming an increasingly short supply.²²

2.1.2 Talent

Talent is perceived in different ways from the point of view of human capital. Within each organization, this term can be interpreted in other words, because each organization can think of something else in terms of its activity, focus, and the environment in which it finds itself. In general, talent is perceived as a combination of skills, personality traits, and skills and employee skills enriched with the potential for further development.

2.1.3 Talent Management Tools

According to Michaels and Hanfield we do recognize three basic Talent Management tools often used these days. The first one is Succession or succession planning. It is based on the fact that no manager or senior worker will stand in one position longer than a certain time (say 5 years). Either retiring, either be promoted internally, either go to another organization (worst chance), or stop performing (wow or wither) and therefore have to go. The succession provides a solution - the design of how different employees will change in certain key positions. Managers along with HR are working with this proposal: let's say that for X for three years, we have staff members A, B and C. These three employees will be exposed to special business (sometimes stressful) decisions and situations to prepare them for the next three years on their future work. They are also offered broader opportunities for growth and education to harness their potential, and to be a quality ready candidate for a given position when the right time comes. The second one is Talent Pool. This so-called Talent pool becomes a very effective motivator if transparent entry criteria and the same opportunity for entry are ensured. The people belonging to this sub-group of employees are intensely developing - without any specific concrete purposes but with a view to their maximum use in the organization in the long run. Depending on the agreement and design, what these people then do with the organization: they can belong to the so- Of the fast track

²² Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations", *International Journal of Contemporary Hospitality Management*. Christensen Hughes, Julia a Rog, Evelina . Vol. 20 Issue: 7 : <https://doi.org/10.1108/09596110810899086>, 2008. pp.743-757.

program, they can be enabled to work with executive workers to learn directly from them or to work with a personal coach - and others. The last tool as Michaels and Hanfield describe it is Career Break (Sabbatical). It is a motivational benefit and a way to maintain talent in the organization and in crisis situations, which often lead people to end their lives and make radical changes. There may be a need to end the routine and fulfil your dreams, or to acquire new skills (e.g. to start your own business) or to get a sense of meaning in life (e.g. to do voluntary work for non-profit organizations) or more pragmatic reasons for taking care of the sick A member of the household, or just relax and recharge your strength. The Sabbatical is therefore an option for all or selected employees (e.g. those in the pool's talent) to choose unpaid (and sometimes paid) long-term leave (even one year) after which the employee returns to his original job. The organization gives employees the flexibility to meet their personal needs while not leaving the organization. In the long run, the team does not lose a precious talent, with which it has invested a lot of money.²³

2.2 Employment branding

Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers. Given this managerial interest, this article presents a framework to initiate the scholarly study of employer branding. Combining a resource-based view with brand equity theory, a framework is used to develop testable propositions. The article discusses the relationship between employer branding and organizational career management. Finally, it outlines research issues that need to be addressed to develop employer branding as a useful organizing framework for strategic human resource management.²⁴

2.3 Candidate audiences

This subchapter will cover the topic and concept of the candidate experience. The candidate experience will be defined and explained. The reasons for paying attention to the candidate experience will also be given. A more detailed picture of how the

²³ Michaels, Ed, Handfield-Jones, Helen a Axelrod, Beth. *The War for Talent*. Boston : Harvard Business Press, 2001. 2001024864. pp. 148-152

²⁴ *Conceptualizing and researching employer branding*. Backhaus, Kristin a Tikoo, Surinder . Vol. 9 Issue: 5 : Career Development International, 2004. pp.501-517.

positive candidate experience looks like and how it could be developed is provided at the end of this subchapter.²⁵

2.3.1 Candidate experience as an advantage

The concept of candidate experience has not been widely studied, however, author has found a few of valuable articles which describe the candidate experience, define the meaning as well as advise how companies should ensure positive candidate experiences during the recruitment and selection process.

As defined by Kaiser, candidate experience is the experience of the recruitment and selection process from the point of view of each applicant and candidate who is/ was involved in the process. In order to understand what candidate experience means, Kaiser Offers looking at the "series of points" that contain the candidate experience. Each point is to be understood as any kind of contact between the candidate and the company. Examples include company websites, job advertisements, phone calls, interviews, assessments and job offers.

Crispin & Mehler also suggest identifying the main starting and also ending points of the each individual candidate experience to help employer and recruiters themselves understand which moments may have the most negative and which positive impact. The candidate experience starts once the candidate shows his/ her interest towards the company. This can vary and can be done by many different ways for example by sending a job application, and via a meeting at a career event or other occasion or by phone call. The ending point of the candidate experience was difficult to determine, however, according to the researchers, it lasts still rather long after the job offer has been accepted.

Based on three valuable articles is your organization ensuring a positive candidate experience. These can be explained by taking following questions: What do they say it is? What it really is? And, what it could be? One of the most important stages as I have stated before is candidate experience and its improving continuously. Can you put yourself in their shoes? There are at least three good reasons why employers and recruiters should not oversee the importance of the positive candidate experience and the kind of benefits it might bring. These are the best referral source, so called inside consumers, and the economy shifting. The candidate who has obtained a positive candidate experience of the recruitment and selection process can be the company's best referral source. Also reminds employers and recruiters of not forgetting that today's internet possibilities give excellent conditions for the candidates "to spread a

²⁵ Crispin, G. a Mehler, M. *Sources of hire 2013: Perception is reality.* , 2013. pp 37-39

message, good or bad" through various social websites. According to Crispin & Mehler we went from an agrarian age to an industrial age to the service economy, and, now, to the experience economy", which means that candidates (and customers), as much as employers, have impact on the outcome in today's economy. Candidates are another type of customers, who both long for positive experiences. Kaiser puts an emphasis on the probability of the economy shifting around in such relationship where there will be too few candidates for too many jobs. Exactly for this reason, employers and recruiters should develop their recruiting processes already now so that all applicants and candidates get the best possible impressions of the company and of the stakeholders involved in the process.²⁶

2.4 Metrics and Analysis

Over the past three decades, scholars and practitioners have given attention to the need for HR metrics. Metrics are used by all core business functions and since HR represents a core function, a need exists for metrics. A metric is an accountability tool that enables the assessment of a function's results. With respect to HR, a primary idea has been that through metrics, HR units could build a business case for their work and this could contribute to an increased partnership between HR and the broader business functions. Scholars and practitioners have defined multiple levels of HR metrics.

The first level is efficiency metrics. Metrics at this level measure how well HR performs basic administrative tasks. The focus of these metrics is on productivity and cost. The majority of HR metrics developed to date have been efficiency measures.

Examples include:

- Cost per hire
- Employer-sponsored health plan cost per employee
- HR expense per employee
- Yield ratios (e.g., number of applicants per recruiting source)

Often these efficiency metrics are compared to benchmarks provided by multi-company databases. The purpose of these metrics is to evaluate HR efficiency and inform how resources should be allocated within HR to maximize the operation of the HR function. They essentially are operational in nature and don't measure HR effectiveness and quality or HR's impact on the organization. Although efficiency data

²⁶ Cross, S. E., Bacon, P. L., & Morris, M. L. *The relational-interdependent self-construal and relationships. Journal of Personality and Social Psychology.* , 2000. pp: 791–808.

are important, additional metrics are needed for a more complete picture regarding the effectiveness of HR.²⁷

A second level of HR metrics is human capital metrics that attempt to measure the value of human capital. Measures of human capital are problematic however because companies don't own their employees. Consequently, unlike other capital assets there is no documented purchase price or market value. Furthermore the amount and type of human capital changes as people develop new skills and in their areas of expertise. However as a firm's human capital becomes more important to the value of a firm, organizations may attempt to measure it so that they can show in quantifiable terms how employees create value. Examples of human capital metrics include:

- Expense factor: $(\text{Operating Expense} / \text{Total Full-time Equivalent (FTE)})$
- Profit per employee: $(\text{Revenue} - \text{Operating Expense} / \text{Total FTE})$
- Labor cost factor: $(\text{Compensation} + \text{Benefit Costs}) / \text{FTE}$
- Human capital value added revenue: $(\text{Operating Expenses} - (\text{Compensation} + \text{Benefit Costs})) / \text{FTE}$.

In addition to measuring costs and value of human capital, metrics also focus on the value of HR practices or programs. The third level of HR metrics is HR effectiveness or HR cost benefit metrics and these measure whether HR programs and practices have the intended effect on the people or talent pools that they are directed toward. These metrics provide data on issues such as what attributes distinguish effective from ineffective policies and practices. Typical metrics in this area include measures of the strategic skills and core competencies embodied in the work force. In addition, these metrics classify how well pivotal jobs are filled and the type of development activities that are taking place for critical talent.²⁸

Examples include:

- Firm salary/competitor salary ratio
- Number and quality of cross-functional teams
- Progression of employees through development plans
- Percentage of total salary at risk

²⁷ *Human Resource Management Review*. Volume 23 : Issue 1, March 2013. Pp 71-83.

²⁸ *HR Metrics and Analytics: Use and Impact*. *Human Resource Planning*. Lawler, E.E., Levenson, A. and Boudreau, J.W. , 2004. pp 27-35.

The fourth and highest level of HR metrics is impact or strategic HR metrics. This group of metrics measure HR's impact on business outcomes. Specifically, they demonstrate in measurable terms what HR's impact is on financial, customer, process, and people outcomes. As such they answer questions related to where to direct and how to manage human capital resources in order to obtain sustainable competitive advantage. These metrics go beyond simple ratios but involve the integration of HR data with other organizational data. Data integration provides the basis for answering questions such as which talent pools are most critical for competitive advantage and how could improving human capital increase value and where should those human capital improvements take place. For example, HR's impact on business operational effectiveness involves demonstrating a relationship between a particular HR metric and other metrics in the organization. The objective is to ascertain and understand the impact of HR practices and policies on organizational performance. Statistical techniques and experimental approaches can be used to tease out the causal relationship between particular HR practices and performance metrics such as customer satisfaction or sales per employee.²⁹

2.5 Leadership

Dr. Manoj Kumar Sharma et al, describes leadership as „a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This definition is similar to Northouse's definition — Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership. However, we know that we have traits that can influence our actions. This is called Trait Leadership, in that it was once common to believe that leaders were born rather than made. While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits; such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique“.

Now let's determine the term leadership by leaders themselves:

Peter Drucker: "The only definition of a leader is someone who has followers."

Really? This instance of tautology is so simplistic as to be dangerous. A new Army Captain is put in the command of 200 soldiers. He never leaves his room, or utters a

²⁹ *Training and effective employee information technology use*. Janet H. Marler, Xiaoya Liang, James Hamilton Dulebohn. , *Journal of Management*, Oct 2006, pp 701-703.

word to the men and women in his unit. Perhaps routine orders are given through a subordinate. By default his troops have to "follow" orders. Is the Captain really a leader? Commander yes, leader no. Drucker is of course a brilliant thinker of modern business but his definition of leader is too simple.

Warren Bennis: "Leadership is the capacity to translate vision into reality." Every spring you have a vision for a garden, and with lots of work carrots and tomatoes become a reality. Are you a leader? No, you're a gardener. Bennis' definition seems to have forgotten "others."

Bill Gates: "As we look ahead into the next century, leaders will be those who empower others."

This definition includes "others" and empowerment is a good thing. But to what end? I've seen many empowered "others" in my life, from rioting hooligans to Google workers who were so misaligned with the rest of the company they found themselves unemployed. Gates' definition lacks the parts about goal or vision.³⁰

2.6 War of Talents

Since the issue of talent management is still an area that has insufficient theoretical background in the Czech Republic or Slovakia, the author draws on this work mainly from foreign sources. One of the most acclaimed publications, which could be called a manifestation of talent management and had a major impact on its development, is the work of Ed Michaels, Helen Handfield-Jones and Beth Axelrod - *The War for Talent* at the beginning of the work. The book does not describe specific talent management processes, but it says the meaning of the so- "Mind set talent," thinking and accessing talent management across businesses, highlighting the significant impact of talents and their management on the success of the business itself.

When McKinsey & Company first used the "The War for Talent" in 1997, three of its authors, otherwise in a high-ranking senior management and human resource management expert, named the phenomenon of growth that in the second half of the nineties it touched all the companies on the market, but only a few of them managed to correctly name, understand and use it for their benefit. When the so-called "dot-com" bubble burst around the year 2000 and the economy was expecting a recession, the misconceptions among top managers were that the "war on talents" was a thing of the past. However, the opposite was true. Therefore, in 2001, the same authors

³⁰ *Leadership Management*. Sharma, Manoj Kumar; Jain, Shilpa. 2013. pp 309-328.

published an updated McKinsey & Company study. They clearly pointed out that the war on talents, and thus the natural relevance of talent management as such, is more than a current phenomenon that despite the weakening of the economy not only persists, it even dramatically intensifies and advocates talent management between management Companies that are key to their successful operation in the market.

In this updated study, which worked with up to 6900 respondents, including top, senior, or middle managers from 54 predominantly American companies, up to 89% of respondents added that the acquisition of talent in companies is currently a lot More complex, and also 90% of them believe that such talents are extremely difficult to maintain in society. Only 7% of respondents clearly agreed that their companies have enough talented managers able to keep pace with the times and take advantage of the biggest challenges the market offers.

When he interviewed one of the study's authors and The War for Talent in an interview with Fast Company in 1998, Ed Michaels said: "It has a lot of demographics in common. For fifteen years, fifteen percent of Americans will be between thirty-five to forty-five years old than they are now. At the same time, it is likely that the US economy will grow by three to four percent a year. This means that the demand for smart and talented people aged thirty-five to forty-five years will increase by twenty-five percent, with their supply dropping by fifteen percent. It puts the basics of war on talents."³¹

2.6.1 The War for Talent - Five Talent Management Rules

Michaels et al. based on their own study The War for Talent and their long-standing experience, defined five rules that together represented a fundamentally new way of managing talent at the time. According to Michaels, adherence to these rules is essential if businesses are to win the imaginative war of talent and turn their talents into their own competitive advantage. They are: Involve your enterprise "talent mind set", Create an Employee Value Proposition (EVP), Change your employee acquisition strategy, "Call" development into your organization, Distinguish your people. (FISHMAN, 2008. p. 102)

2.6.2 Embrace "talent mind set"

The basis of this approach is the penetrating "talent mind set" - what Michaels et al. define as "a deeply rooted belief in having better talents at all levels is a way to overcome your competitors. It is also a belief that better, more powerful talents are a key source of the competitive advantage of the enterprise."³³ The process of grasping this" faith in talent "is, of course, a very lengthy process. At the end, however, it is possible to get leaders, and now we are not just talking about HR staff who will see

³¹ Michaels, Ed, Handfield-Jones, Helen a Axelrod, Beth. *The War for Talent*. Boston : Harvard Business Press, 2001. 2001024864. pp 112-117

talent management as a very important part of their work. Being aware of the importance of creating and maintaining the widest range of talents in the business, they lack the courage and determination to act so as to continuously expand this group. "Talent mind set" is surprisingly different from the old thinking about managing people:³²

Old thinking	New thinking
The notion that people are the most valuable assets of an enterprise is unclear	A deep belief that better talent leads an enterprise to higher performance
The HR department is responsible for managing people	All managers are responsible for strengthening and expanding the group of talents in the business
Once a year we have a 2-day training focused on succession planning	Talent management is a fundamental part of how we lead a company
I work with people I have to	I dare to win the talent I need

Picture n.1.: Source: MICHAELS, Ed; HANDFIELD-JONES, Helen; AXELROD, Beth. The War for Talent. Boston (Mass.)

2.6.3 Create an Employee Value Proposition (EVP)

Employee Value Proposition is a value, a reason for the potential worker for whom the employee wants to work in the company. It's something that makes an enterprise attractive for talent. EVP is directly linked to the so-called „Employer branding“, whose purpose is to make the employer's talent business as attractive as possible. Enterprise as an employer trying to attract the best talents must communicate clear answers to the basic questions of potential employees:

- Why should I join the business?
- Why should I stay in the business?
- Why should I give my best performance?
- Why should I recommend a business to another?
- Why should I return to the business?

Talent must feel that they are offered all the possibilities for development and professional growth, they need to face everyday challenges and work among the leaders.

³² Felin, T., & Zenger, T. R. Information aggregation, matching and radical market-hierarchy. , 2011. pp 88-89

Change your employee acquisition strategy

Talent War has forced businesses to completely redesign their recruitment strategies, recruitment, and talent search. While it was only a few years ago to choose the best of a wide range of candidates, today's time requires a much more active search for new sources of talent, their continuous recruitment into the company, at all levels - both in senior and senior management and in lower positions, "Entry level", this being an important way to bring new capabilities, approaches and perspectives into the business continuously. Businesses must clearly define what talents they need and start looking for them in unusual places, often in seemingly very remote sectors and areas. The often-used word "continuously" proves that businesses should seek and acquire talents, not just in the event of a strong need to fill a vacancy.

Implement development to your organization

The implementation of development programs and activities into business processes should lead to worker development becoming an important part of a broader business strategy. After gaining talent in a business, it is automatically followed by a continuous and continuous development of its skills and competencies in order to increase both its satisfaction and its performance, which contributes to the company's results. "Businesses need to change their way of developing their people and developing their daily routines. ... They should increase the frequency and objectivity of feedback and mentoring. Every leader at any level in an enterprise can develop other people."

Distinguish your people

Estimates from The War for Talent authors say that there was a large majority of managers in the study, who have not completed a performance review in the past years. In order for talent to be supported in a business to be able to take care of them and to keep them in mind, they must first be logically identified with these talents in the enterprise. Managers must be able to meet at least once or twice a year and openly and objectively discuss individual talents in order to divide them into certain groups, to divide them into those whose performance is above standard, expected / average or below average. Michaels talks about so-called A's, B's and C's employees. For each of these groups, it is necessary to approach them in a different way, so that, even if they belong to any group, it is possible to fully develop their potential. All of these five talent management rules cope at the time of the study represented a major change in talent management.³³

³³ **Michaels, Ed, Handfield-Jones, Helen a Axelrod, Beth.** *The War for Talent.* Boston : Harvard Business Press, 2001. 2001024864. pp 119-127

Old ways	New ways
The HR department is responsible for managing people.	All managers, starting with the CEO, are responsible for improving and expanding their "pool talent".
We offer good salary and benefits.	We change our company, our job positions and our strategy to attract talented people.
Recruiting staff is like shopping.	Recruitment is like marketing.
We think employees are developing through training.	We support primary development through coaching, mentoring and learning at work.
We also appreciate everyone, and we think that every worker is equally capable.	We recognize all of our people but invest differently in our A's, B's and C's.

Picture n.2.: Source: MICHAELS, Ed; HANDFIELD-JONES, Helen; AXELROD, Beth. The War for Talent. Boston (Mass.) : Harvard Business School Press, 2001. s. 16.

2.6.4 Reasons of the war for talent is persisting

The War for Talent authors also identified three basic reasons why the war on talents will continue to last. The first reason is the irreversible transition from the industrial era to the informational era. From the early eighties, the importance of assets, such as machines, factories, production facilities, and the importance of harder-to-grasp or measurable assets, such as brand, intellectual property, know-how, or talent, is diminishing. As can be easily seen, this change is still not the end, and the economy is becoming more and more dependent on knowledge, soft skills and talented people.

The second reason is that apart from the apparently unbalanced offer and the demand for talent, the demands and requirements of today's managers are also increasing. A modern, globalized economy and open common markets are a huge challenge for today's top managers. Companies need new high-level leaders, who are not afraid to risk, and can inspire people around them. This has created the demand for big global companies after a whole new group of talents. In addition to the young, high-performing and high-potential people, there is a clear deficit of extremely capable and experienced professional managers.

The third reason for continuing the war on talent is the inclination of talented employees to change the employer. By the beginning of the nineties, the conventional convention of a notional two-sided guarantee had ceased - job security was no longer

a guarantee of employee loyalty to the employer and vice versa. A big part of this change was the Internet extension, which made the job offer much more transparent. This corresponds to the data from The War for Talent, where up to twenty percent of managers said there was a big chance they would leave their current job within two years. At the same time, the study showed that young managers are sixty percent more likely to leave the company than older managers. With the support of economic and demographic change, the phenomenon of war on talents creates a new reality that has changed since Michaels's previous one³⁴:

Old reality	New reality
People need Companies	Companies need People
The competitive advantage is represented by machines, capital, geographical location	Competitive advantage is represented by talented people
Better talents may have some meaning	Better talents are of great importance
Jobs are rare	Talented people are rare
Employees are loyal and jobs are certain	People are mobile and their commitment to company is short-lived
People receive standard work packages	People demand much more

Picture n.3.: Source: MICHAELS, Ed; HANDFIELD-JONES, Helen; AXELROD, Beth. *The War for Talent*. Boston (Mass.) : Harvard Business School Press, 2001. s. 6.

³⁴ Michaels, Ed, Handfield-Jones, Helen a Axelrod, Beth. *The War for Talent*. Boston : Harvard Business Press, 2001. 2001024864. pp 116-121

2.7 Talent Management an activity or necessity?

Some say that talent management (TM) is just one of those trendy names that are worn for one time in the HR, and after a while they go to the name scourge. They are arguing that the TM concept has long been here, just under another hand. Perhaps. But - this time he has gained much more and more intense relevance. Let's say there are companies that have devoted themselves to TM in the 90s of the last century. In that case, TM was focused on getting the best and keeping them. This retention was not as complicated as there was a concept of a lifetime employer, in the socialist states the concept of compulsory and one-hundred-percent employment, and global competition was basically not yet working. Recruiting talent today faces obstacles that we have not previously known. As many recruiters of ancient times recall: "Have you recruited a project manager? You could come out on the street and have a great chance that if you reach 100 people, you will meet your good project manager." Today, however, you can communicate with hundreds of candidates, and success is not guaranteed. The level of TM was also raised in the area of talent maintenance and care. In the past, it was enough for the organization to offer job security, the "golden cage" and the market standard, and could be pretty sure it would stay the best with it. Employees now expect an equal partnership relationship between them and the organization and assume some adaptability from the employer to their lifestyle. The talent price in the form of wages and benefits has also increased. Today's TM does not pick the best of the good, but looks for the hidden potential that actively complements it according to the definition of the company's talent. It focuses on getting the right material, which is further worked to reflect the long-term strategy of the company. The second phase is finding appropriate ways to engage corporate talent in organizational goals so that this process brings fruit in the form of business outcomes (turning a rough jewel into jewellery). And the third phase is to ensure that the talent is not incited to be of benefit to the competition, but is motivated to remain and perform for the organization that chose it.

Modern TM is not only a glimpse of old concepts - it is a corporate and HR activity that has gone through sophisticated upgrades and this is the competitive advantage I am in this thesis focusing on.³⁵

For Slovak and Czech management, TM means many: from getting rid of the stereotypes that are still prevalent in our society (age discrimination, little flexibility in work organization, non-internally internal culture in internal career management, etc.), through the ability to keep candidates in their region, to the understanding and

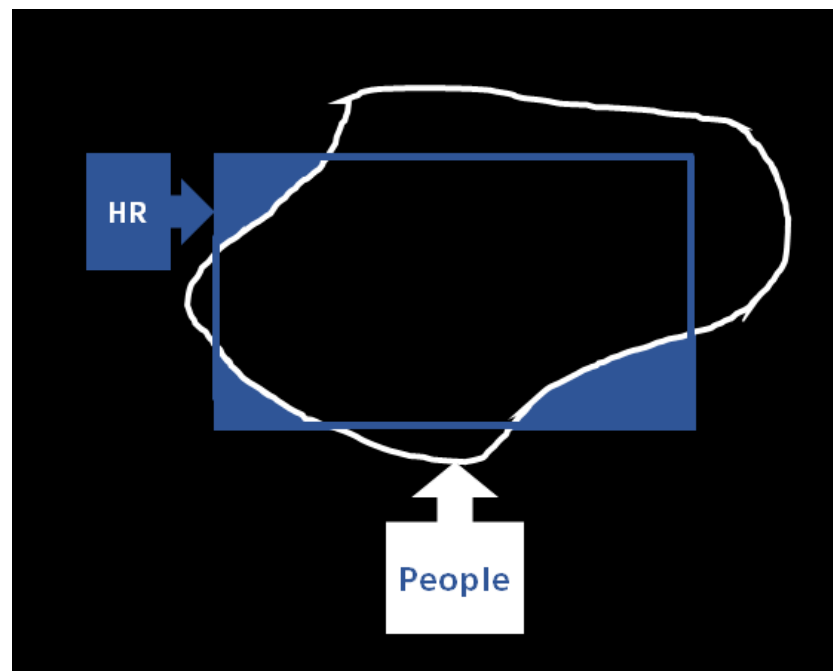
³⁵ **Michaels, Ed, Handfield-Jones, Helen a Axelrod, Beth.** *The War for Talent.* Boston : Harvard Business Press, 2001. 2001024864. pp 117

reflection of what our candidates or employees - the best or the most potential - need or expect from our organizations.³⁶

The first step on this long journey is to have the right talent and to define it and the attitude towards it (how to get it and manage it). According to the CIPD survey, 21% of surveyed companies have formally defined the definition of talent management (CIPDs learning and development survey, 2006). And 51% of the respondents use some talent management activities. In any case, even if you do not realize it, in some way, whether you want it or not, you manage the talent. Only time and talent will show how.³⁷

2.7.1 The future of Talent Acquisition

According to professor Armin Trost, who spoke at the conference in Amsterdam in 2016 about The Agile Future of HR and Talent Acquisition says, that there are three main



Picture n.4.: Source: Author

dimensions, which HR as an department should consider as vital: Diversity, Power and Consequences. In these three main topics, he summarizes everything the HR should reconsider and change. Diversity – The difference between classic and future HR is that

³⁶ **Crispin, G. a Mehler, M.** *Sources of hire 2013: Perception is reality.* , 2013.

³⁷ **Michaels, Ed, Handfield-Jones, Helen a Axelrod, Beth.** *The War for Talent.* Boston : Harvard Business Press, 2001. 2001024864. pp 119

the classic HR describes as something, which has clear competencies, clear job description.

He explains, that HR has strict idea on who they need, and what should employee know. He continues then, that employees and HR ideas are not the same, because people are different – everybody is different. He asks HR to look for individual approach. HR is supposed to train the employee – to fill the gaps.

- 1.) Power – People are the most important asset. He explains, that this sentence means, that managers should trust their employees. To give the power means to trust. He then continues, that manager has general knowledge, whereas employees have more expertise. There need to be more trust in the relationship between manager and employee. The manager's role as the boss is receding trust is taking place. This leads managers to three new positions either as partner, coach or enabler.

Coach will never judge, so managers that coach will never do a performance review. If manager does a performance review, that turns the feedback into a judgement.

- 2.) Consequences – He explains that entire learning circle in the organization is very slow, due to the vertical thinking of delegating the power. Due to this problem feedback, which is vital for proper functionality is getting back to the top management very slowly – therefore, professor Armin Trost advises to delegate the power, to let employees decide.³⁸

LinkedIn's CHRO, Pat Wadors, and Head of Talent Acquisition, Brendan Browne, discuss the top trends that will emerge in the world of HR and Talent Acquisition as follows. Employee experience – personalization. They suggest to focus more on employees' benefits, where they work, how they work, what tools they use.

Performance review – both Wadors, Browne and Trost says the same about building the trust, getting the feedback, transforming the manager from boss-like state into a coach.

Value of data – they are pretending that automation AI will change jobs.³⁹

Haren Krishanadasan Talent Acquisition Manager, Jay Joyan Talent Acquisition Partner and Elizabeth Neely Talent Acquisition Partner in CommBank says these are the most important parts of the future of Talent Acquisition: connecting the best talent across the globe, focus not only on experience but on values and behaviors, tools and data, strong relationships, dynamic environment.⁴⁰

³⁸ Trost, Armin. *The Agile Future of HR and Talent Acquisition*. Amsterdam: Business School #intelligence16, June 2, 2016. Textkernel

³⁹ *Talent on Tap*. https://www.youtube.com/watch?v=zE4JzY_Aur0.

⁴⁰ Commbank – We are talent Acquisition. <https://www.youtube.com/watch?v=luOxtOt4JFU>

3 Industry description

In this chapter I will present the basic understanding of ICT sector according to few definitions we have so far.

3.1.1 ICT definition according to OECD

OECD defines ICT sector as “as a combination of manufacturing and services industries that capture, transmit and display data and information electronically. This definition, based on an international standard classification of activities, was considered to be a first step towards obtaining some initial measurements of ICT sector core indicators.” The OECD definition then continues with breaking the definition of ICT sector from two separate sectors manufacturing and services into one in following article “One important feature of the OECD ICT sector definition is that it breaks the traditional ISIC dichotomy between manufacturing and services activities. Activities producing or distributing ICT products can be found everywhere in the economy. Moreover, by identifying the key sectors whose main activity is producing or distributing ICT products, this definition constitutes a first order approximation of the “ICT producing sector”. In 1998, it was recognised that an activity-based definition should be complemented by an ICT products classification. Mapping products to activities would allow a more precise quantification of ICT-related production, value added and employment, both within the core ICT sectors and in other sectors of the economy. The OECD is currently working on an ICT products classification.”⁴¹

3.1.2 The IT – ICT transformation

The transformation or the shifting from IT to ICT, according to digital development entrepreneur Wayan Vota, is happening somehow “on its own” as the IT definition “heavy infrastructure of servers, IT help desks” is crafting in “to expand the impact of programs and services beyond the city centre. ICT is figuring out what IT works in a rural school, or have a health clinic will communicate with its non-literate clients or the IT staff of distant central offices. Most of all, ICT, by adding the “C” sets us apart from standard IT, which does not work in the absence of urban support staff.”

4 Data research

As for my thesis I have been using both primary and secondary data, however, the secondary data and the secondary research have been used to gather all information needed.

⁴¹ ANNEX 1. THE OECD DEFINITION OF THE ICT SECTOR - MEASURING THE INFORMATION ECONOMY 2002

4.1.1 Primary Data

According to Doyle, Lane, Theeuwes, and Zayatz the primary data, the raw data or primary data is a term for data collected at the very source. This type of information is obtained directly from first hand sources by means of surveys, observations and experimentation and not subjected to any processing or manipulation. Bare in mind, the objective of this thesis is not to give a full information about Data collecting or so-called Data Mining, hence, I am mentioning only methods I have been using during research dedicated to this paper.

	<i>Solicited</i>	<i>Spontaneous</i>
Quantitative	Experiment	(Passive) observation
	Interview survey	Monitoring
	Mail survey	Administrative records
	Structured diary	(e.g., statistical records, databases, Internet archives)
	Web survey	
Qualitative	Open interview	(Participant) observation
	Focus group	Existing records (e.g., ego-documents, images, sounds, news archives)
	Unstructured diary	

Picture n.3: Source: Confidentiality, Disclosure, and Data Access. Theory and Practical Applications for Statistical Agencies. Doyle, P., Lane, J., Theeuwes, J., Zayatz, L. Amsterdam : North-Holland,

Interview Method is a method of collecting data that involves presentation of oral verbal stimuli and reply in terms of oral – verbal responses.

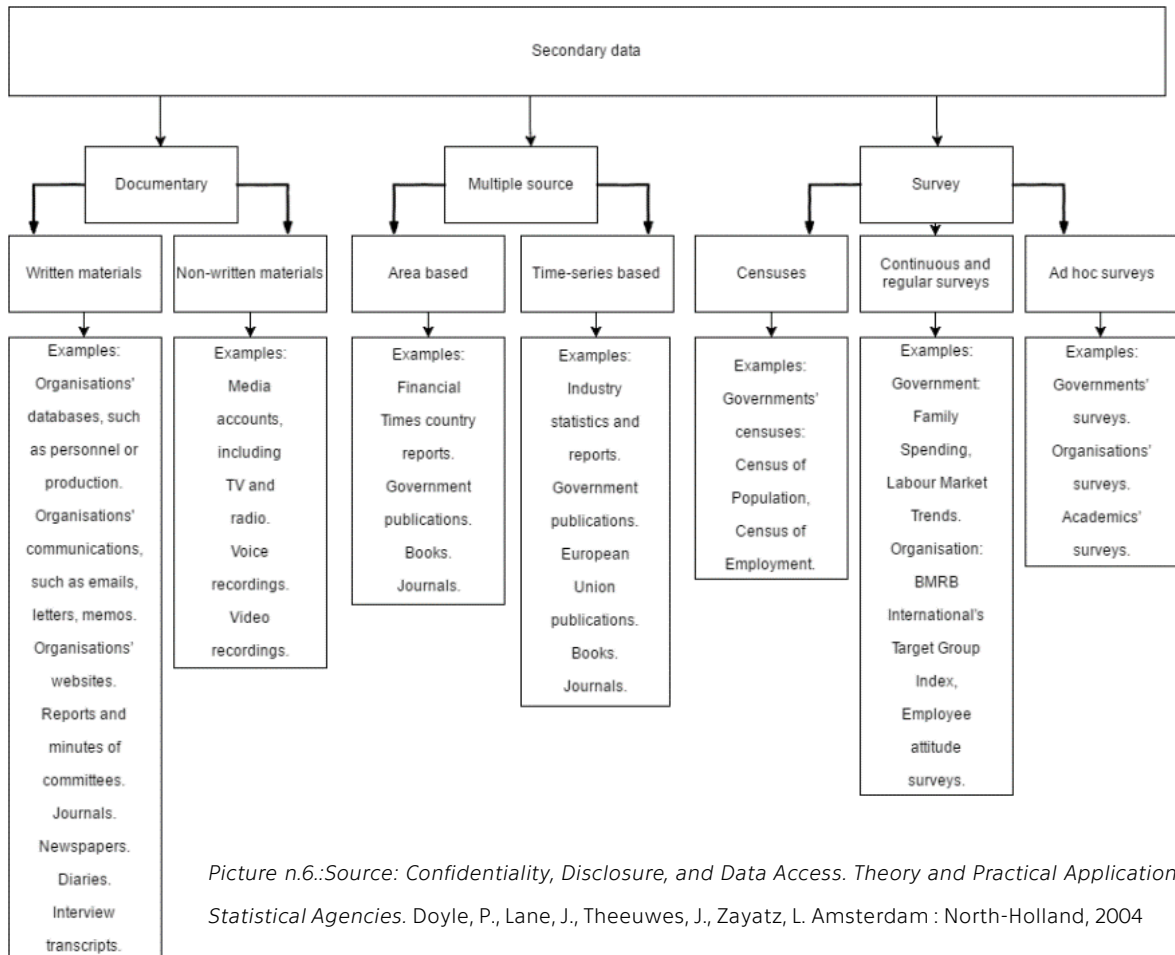
As for this paper, I have been using Personal, unstructured and non-directive interview. Questionnaire. In this method a questionnaire is sent or mailed to the concerned respondents who are expected to read, understand and reply on their own and return the questionnaire. It consists of a number of questions printed or typed in definite order on a form or set of forms.⁴²

4.1.2 Secondary Data

According to authors of Research methods for business students the Secondary data include both quantitative and qualitative data, and they are used principally in both descriptive and explanatory research. The data you use may be raw data, where there has been little if any processing, or compiled data that have received some form of selection or summarizing. Within business and management research such data are used most frequently as part of a case study or survey research strategy. However, there is no reason not to include secondary data in other research strategies, including archival research, action research and experimental research. Different researchers

⁴² Confidentiality, Disclosure, and Data Access. Theory and Practical Applications for Statistical Agencies. Doyle, P., Lane, J., Theeuwes, J., Zayatz, L. Amsterdam : North-Holland, 2004. pp 23-37

have generated a variety of classifications for secondary data. These classifications do not, however, capture the full variety of data. They have therefore built on their ideas to create three main sub-groups of secondary data: documentary data, survey-based data, and those compiled from multiple sources.



Picture n.6.:Source: Confidentiality, Disclosure, and Data Access. Theory and Practical Applications for Statistical Agencies. Doyle, P., Lane, J., Theeuwes, J., Zayatz, L. Amsterdam : North-Holland, 2004

These three groups are:

Documentary secondary data are often used in research projects that also use primary data collection methods. However, you can also use them on their own or with other sources of secondary data, for example for business history research within an archival research strategy.

Survey-based secondary data refers to data collected using a survey strategy, usually by questionnaires

Multiple-source secondary data can be based entirely on documentary or on survey secondary data, or can be an amalgam of the two. The key factor is that different data sets have been combined to form another data set prior to your accessing the data.⁴³

⁴³ Confidentiality, Disclosure, and Data Access. Theory and Practical Applications for Statistical Agencies. Doyle, P., Lane, J., Theeuwes, J., Zayatz, L. Amsterdam : North-Holland, 2004. pp 27-31

PRACTICAL PART

5 Practical Part

5.1 Introduction to the topic

This part of the thesis will present gathered information and data, which were obtained by both field and desk research, gathering and analysing both primary and secondary data.

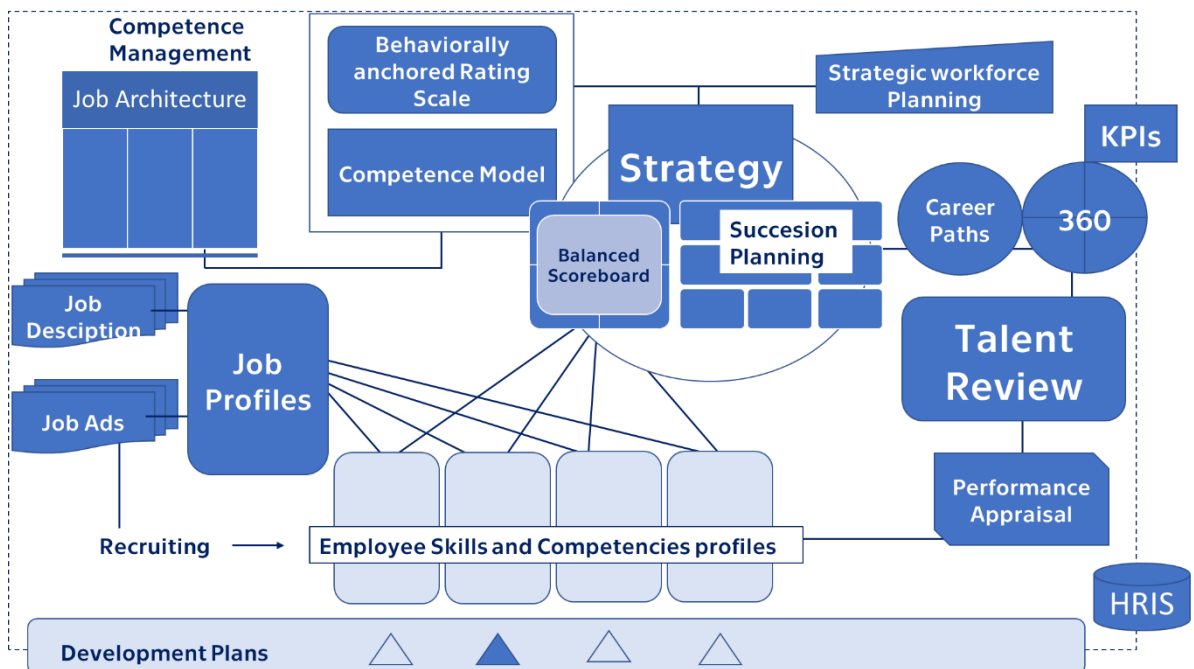
The thesis field research has been conducted in Company X.

5.2 Analysis

5.2.1 Company presentation

The aim of this subtopic is to present the Company X HR hierarchy.

First of all, there is a Competence model. Competence model describes different competencies, which is closely bound to a Behaviourally anchored Rating Scale. There is Job Architecture in which all different jobs can be found in the company. Based on the Job Architecture, Job Profiles are build. For each and every job is build Competence profile – Competence Management. Job Profiles then allows to create Job Descriptions. All these parts are then assigned to positions in the organization, so every



Picture n.7.:Source: Weiss, D. Molinaro, V. Davey,. Leadership Solutions. , 2007. pp 27-31

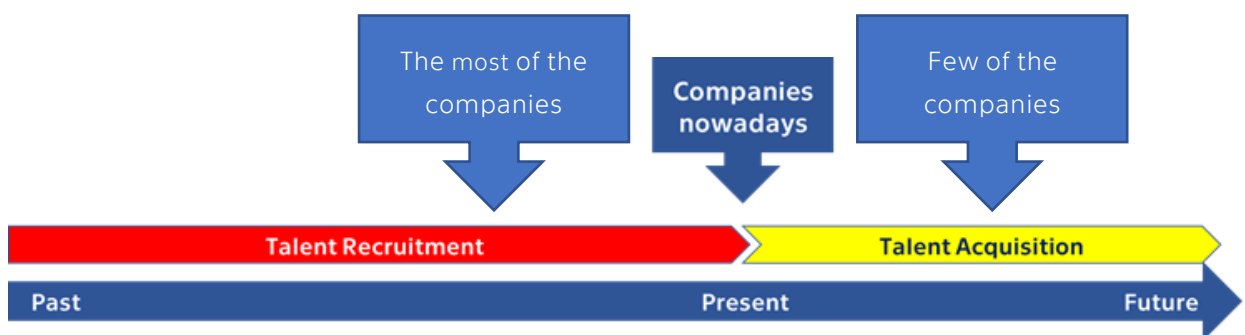
position has clear job profile. The positions are then filled with employees. Employees have their own profiles. All these parts of HR underlie to Strategy. The strategy then

evolves into a Strategy Workforce Planning, which presumably tells the organization what kind of people to hire in the future. To make the strategy work, the strategy itself is translated into a balanced scorecard. In order to have balanced scorecard, it is must to have performance appraisal – in which every manager, with every employee does an annual talk about past performance and future objectives. Then there are Talent reviews – which tells the organization, who are the most potential, best performing employees, with who 360-degree feedback is conducted afterwards – to better understand the strengths and weaknesses of those most potential employees. These employees are then put on the predefined career path and succession planning is conducted. These processes are supported by HR information system – which allows the organization to issue regular KPIs.

The problem here is, that there is no compensation, no learning involved. Based on the research done, this hierarchy of HR tends to be very complex, non-dynamic, strict and static.

5.2.2 The line of the development

The era of Talent Recruitment as we know it, should come to an end. The organizations now, should shift to the Talent Acquisition. This picture explains, that the HR and its processes are evolving continually. The final goal is to reach the perfection, however, the biggest and the best companies are not even close to reach the perfection in their HR processes, in their shifting from Talent Recruitment to the Talent Acquisition.



Picture number.8.:Source: Author

5.2.3 Next

steps and recommendations

This topic should give recommendations as well as hint the next steps, regarding the Company X and its transition – evolving from Talent Recruitment to Talent Acquisition. The Talent Acquisition itself is a new term. There are not many scientific papers published yet. Professor Armin Trost, at the conference in Amsterdam in 2016 explains his thoughts of what could be next steps in order to transform and focus HR on Talent Acquisition. He says, that there are three main topics regarding the future of Talent

Acquisition. These are Diversity, Power and Consequences and are explained in theoretical part of the thesis.

5.3 Primary research results

As mentioned in Introduction, the aim of the thesis is to find possible issues, come up with ideas and recommend them to company X. Two interviews with senior managers in ICT sector has been conducted in order to analyse their perspective, vision and experience. Both of them wish to be anonymized, hence, the term interviewee will be used instead. Interviewee a. is HR Manager, b. is Product Manager. The interviews have been done as non-structural, open-questioned conversation. Interviewees were responding to multiple questions related to Talent Recruitment (TR), Talent Acquisition (TA) and Talent Management (TR):

- 1.) Do you distinguish between two terms TR and TA?
 - a. Yes, of course. The difference between these two terms is strategic, because bringing new talent to our, to any organization, should I say, is risky. So much can go wrong if you hire wrong person. Recruiting is the term we have used for years, meaning to send out signals into the marketplace and bring a new person into our organization to fulfil some important role. Recruitment is an action, it's a tactic a process, whereas this process should be more than a tactic. Why you may ask? Because it is the people, who are one of the costly expenses, where adding new people changes our, let's say, company culture and allows us to reach a wider market. When the new person adds value to our company, it means that our company is stronger but when it doesn't – you got a problem.
 - b. Yes, we as managers, have been trained in this field to understand the differences and most importantly – the follow ups. That, for us managers, means to insure, that our people are aligned with strategic business plan.
- 2.) Have you noticed the transition and evolution between these terms and have you applied any changes so far?
 - a. Certainly, we are competing with world-scale giants, we have to keep up with the flow. However, this is not the reason why we keep searching, improving and evolving. Everything has to have and add value of course, but it is rather slower process, which includes a lot of planning. So, yea we are working on this one gradually.
 - b. As I mentioned already, we have been trained, therefore, yes we noticed. HR is working on it.
- 3.) What would be the biggest change to this transition?

- a. The biggest one would possibly be the decentralisation – we are trying to leave the responsibility on our Managers – Team leaders. To let them “hire” people they think will suit for the job the best. There is, of course, HR involved in the process, but as I said, we are relying on managers choice the most.
 - b. Well, being involved in recruiting is new for us. Being more involved, should I say.
- 4.) What else have you done, to stay in shape, stay best in class, regarding TA?
- a. Loads. Sharing best practices, innovative ideas and the coolest one would be so called thought leadership.
 - b. There is not much into it at the moment. We have been told it’s a long process and we are continually working on it.
- 5.) Whats the outcome of all improvements you have made so far?
- a. We are expecting improvements in fields like time and quality of hire, cost per hire and moving towards positive direction.
 - b. Various KPIs and metrics.
- 6.) Have you ever consider working on TA with LinkedIN or any other organization working in this field?
- a. Good question. We haven't yet.
 - b. Not to my knowledge.

5.4 Secondary research results

5.4.1 How big companies recruit and hire?

ICT sector employees are one of the best paid, the most skilled and the most sought-after workers anywhere in the world. However, employers are finding out that it takes way more than money to recruit and retain those best of the best.

“Paying for top talent is important, but it isn’t the only variable,” says Stacey Carroll, principal consultant at Payscale.com, which provides both workers and employers with in-depth salary and career information. “After all, if it was simply about money, then every company would just write bigger checks.”

There is no such thing as universal formula for attracting top talent and ensuring employee satisfaction.⁴⁴

5.4.2 The Talent machine

Many papers, blogs, statistics and articles provides these information: Companies that lead the world in growth have couple things in common. One, however, was standing

⁴⁴ Weiss, D. Molinaro, V. Davey, . *Leadership Solutions*. , 2007. pp 27-31

out – relentless focus on talent, whether it is junior or senior position, the focus in so-called “talent machine” on talent is great, and consists of five core components. The first one is a succession plan. A succession plan that actually works. I have found I would say “survival guides” for companies, where a succession plan that works was the vital prerequisite for company survival. Here we get to the breaking point in between recruiting and talent acquisition. Many companies do not have formal plan in place, although, this might seem practical or cost effective in a short run, it sets up the company for a long-term failure. This is where talent acquisition comes in place. The reason the companies should focus on effective hiring, following by talent acquisition is that the succession plan is dynamic and based on a pool of qualified leadership candidates and it must evolve as your company changes. A succession plan must part of vision not only CEO owns but also the entire senior leadership team. A succession plan uncovers a company’s strengths and exposes weaknesses.

The second one is an audit of company’s talent pool. Most companies lack any way to audit their talent at all levels of the organization. But if you fail to relentlessly audit and upgrade your company's talent pool, it's almost impossible to achieve your mission and purpose. “Once your company is able to audit the talent in your organization, you can begin to name the right people as managers; you'll be able to see which business units have the most talent and which units need more. This talent pool, in turn, feeds into a succession plan that works. A finely tuned talent machine should have at least three candidates ready to fill any given role when the time comes.”

The third is raising the bar in recruiting and hiring. This third component goes hand in hand with the level of recruiting. This so-called bar is imaginary line, which can be described by the people-talents in the company. The employees are as good as is the recruiting process. This bring the company to very beginning as getting the right talent into company begins with getting the most talented applicants interested in working for company in the first place.

Breakthrough experiences for high-potential managers and leaders. The fourth component of talent machine is to determine group of high-potential managers and leaders through objective assessments, performance metrics, and other ratings, the next step is to provide intentional developmental experiences to help them grow.

The last fifth is ongoing development, engagement, and performance management. This component speaks about investing in each person who has been brought to company.⁴⁵

⁴⁵ Weiss, D. Molinaro, V. Davey,, *Leadership Solutions.* , 2007. pp 27-33

5.4.3 Paper: What is the difference between Recruitment and Talent Acquisition

Hemant Kumaarr, Assistant Manager HR at ESQ Business Services, Inc. summed up the differences between Recruitment and Talent Acquisition as: "Talent Acquisition means a view of not only filling positions, but also utilization of the candidates and their skills that come out of a rigorous recruiting process as a means to fill similar positions in the future also. These future positions can be identified today by looking at the succession management plan, or by analysing the history of attrition for certain positions. This makes it easy to predict that specific openings will occur at a pre-determined period in time. In few cases of Strategic Talent Acquisition, clients will recruit today for positions that do not even exist today but are expected to become available in the future. Taking the long term strategic approach to talent acquisition has a huge impact on how an approach is made to a candidate."

He briefly describes Recruitment and divides it into two main sections Selection and Hiring process, which this thesis is describing in theoretic section.

Moreover, he describes Talent Acquisition as „focus on talent that the person possess and not just the educational background or the experience / working years one has. To be simple, it is about attracting, recruiting, inducting and making use of right talent."

Such as if one have a talent for content writing but do not possess any certification or degree in this field. A person who is recruiting might not be interested in my profile. But a talent Acquisition person who is looking for talent might want to try my skills. Recruitment invite the eligible candidates for the existing vacancies available in the organization.

Talent acquisition is an ongoing cycle of process related to attracting, sourcing, recruiting and hiring employees within an organization.

This includes elements of employment branding, outreach, networking and relationship building with potential candidate communities to continually build and enhance the talent pool for an organization.

Talent Acquisition professionals understand that each talent has something of value to offer. They also build relationships with the best of the talent that lead to more successful networking, more referrals, more business and an amazing give and take of expertise, knowledge and information.

Recruiting takes tremendous effort. Talent acquisition takes efficient and productive processes that are easy to use and candidate centric.⁴⁶

5.5 Outcome

5.5.1 From expert to multi skiller

The aim of interviewing senior managers in ICT sector was to find out the process of acquiring talents on certain level/position and to gather information which I could compare with the data I have gathered from secondary research.

I have conducted all in both interviews in which we were talking about the recruiting and talent acquiring process. The results vary from person to person, from company to company, however, they all had one thing in common. Every single manager is looking for intelligence, creativity, endurance and for talent with abilities, skills, and competencies to work on different positions. In other words, they are looking for skill-set which does not suit just for single position, department.

The results from interviews go hand in hand with the OECD definition of ICT which I am mentioning in chapter 4.2.1. Every interviewee is looking for talent with soft skills, leadership skills and managing skills.

Based on their testimony, which comes from years of experiences, I can conclude that the way we look on talents nowadays has changed over the years. They were telling me about the different spectrum of candidates back in a days that managers back then were looking for an expert, educated, skilled in very few competencies. However nowadays, the trend, according to interviewees is the other way around as I am mentioning in the article above.

5.5.2 The Drive

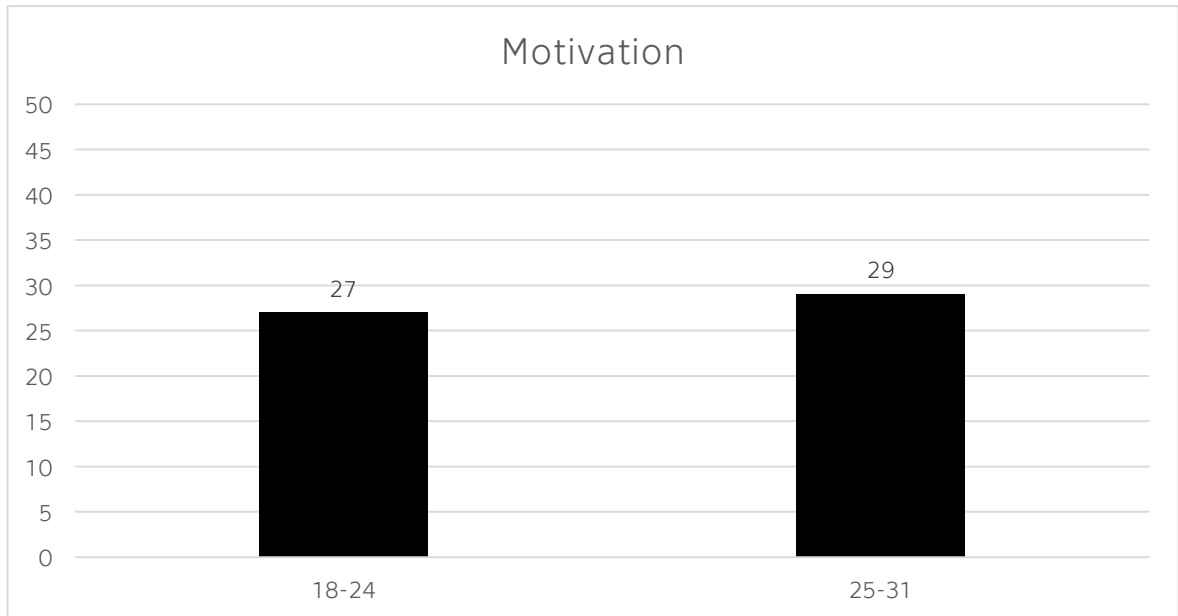
The aim of me conducting several tens of surveys was to find out the opinion, efficiency and possible comments of future ICT employees versus current ICT employees on acquiring process and their sustainability according to Talent Machine in chapter 4.6.2. I am only going to mention the questions and explain answers of those interesting ones, which I also managed to come up with solution.

⁴⁶ **Hemant Kumaarr**, Assistant Manager HR at ESQ Business Services, Inc

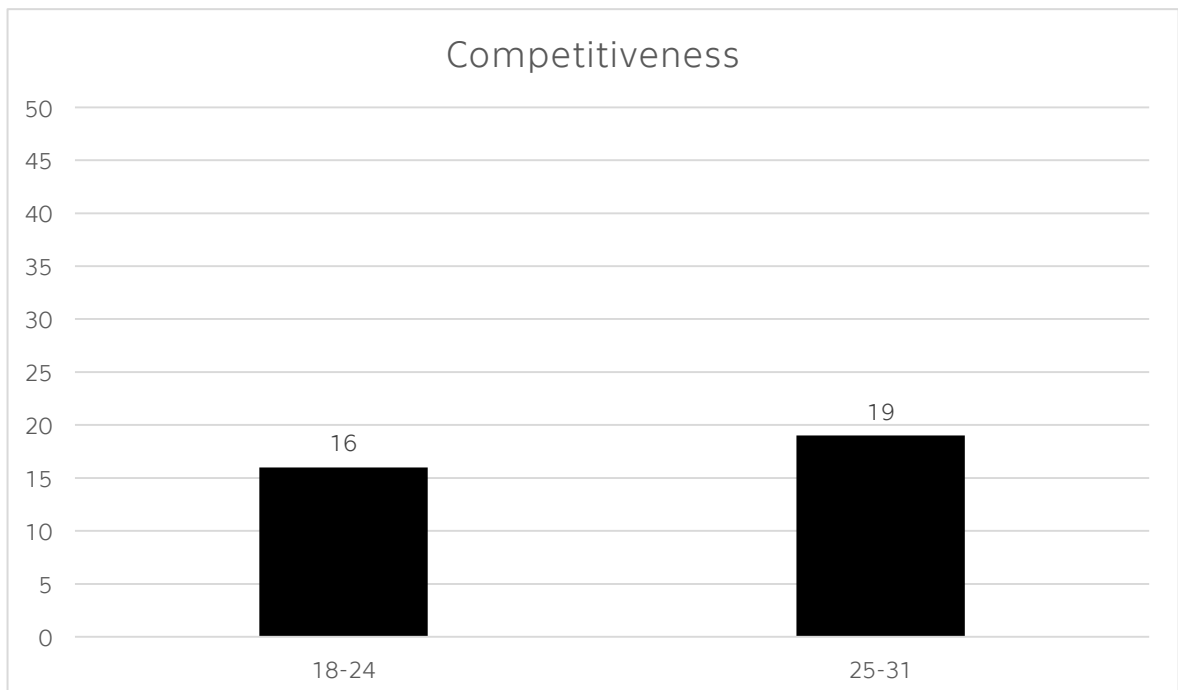
I have 50 respondents from both group students interested in ICT sector aged 18-24 and 50 employees in ICT sector aged 25-31.

Table n.1,2.;Source: Author

The survey was designed so the respondent have to rank the answers from the highest



ranking 1 to the lowest ranking 5. The weighted average was the highest for motivation as well as for the competitiveness. These results made me stop and think. Based on



these results

I concluded that same as young future ICT employees want motivation and competitiveness to be included in their acquisition process as well as in talent development process afterwards.

5.5.3 Acquirer

Based on results and all information I gathered I decided to make a proposal mobile application. This application shall combine both desired motivation and competitiveness. The main point of this application "Acquirer" is to track the level of every trackable ability, skill or competence one employee can possess. These three things would then combine into skillset with joined level of each single level. After further information digging, results evaluating and couple extra consultations I

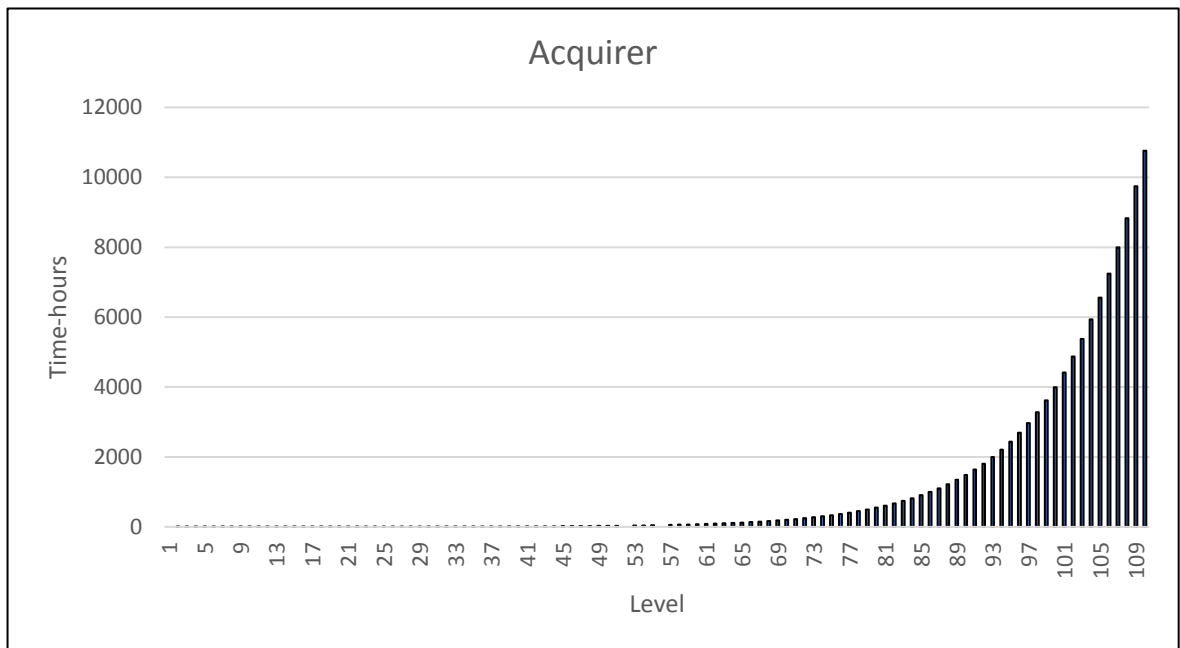


Table n.3.:Source: Author

found out that healthy competition will be a benefit for every company. I have also created an in depth Time – Level graph, where unreachable maximum would be 10 000 hours with level of 110.

Conclusion

Talent acquisition and its implementing into organization culture is the key. It is a long process, which many organizations have started already. This topic is related and is bound to vast different subtopics, which this thesis could not cover, however, they are worth mentioning. All these subtopics – key terms, for the purposes of the thesis would be: Internal versus external Hiring, Talent Relationship Management (TRM), Talent Pool, Employer Positioning and Strengths, Social Community Recruiting, Advertisement, Hiring Risk, Job Analysis Job Evaluation and many more.

The recruitment itself as a term has been here since the relationship between an employer and employee started. It has gone through various changes, from which the biggest would be transition from Talent Recruitment to Talent Acquisition. However, the process itself is not fully determined yet. According to Armin Trost, the whole HR is going through many changes and according to his lectures, it must change its very foundations, in order to stay competitive and valuable. These thoughts come out from researches, not only from HR perspective, as the globalization connects everything and everybody together.

Theoretical summarization of the information gathered throughout conducting the thesis would be as follows. The recruitment is a term. The term which used to describe rather simple process of recruitment – of getting the right people, in the right place, at the right time. The term recruitment is no longer sufficient. It is no longer sufficient for many reasons, from which “competitive advantage” is outstanding. Recruitment is focused on demand and people in leading positions realized, that if they would follow this, they will most likely be on the wrong path in the future. The idea, where the company is big machine, in which there are different components, different positions and on each position, there are clear requirements and HR is to fill these positions. This should be no longer the case. Employees’ questions should always be the HR’s questions. In the Talent Recruitment era, this was truth. Peoples’ questions corresponded with HR’s questions in terms of: Where am I going to work, how long, for how much..? These questions have gone through changes in terms: What is the next opportunity? Whom should I meet? How can I contribute with my competencies? From whom can I learn what...? These questions are the present time very different from the questions HR has. These questions, this transformation is leading to so called Talent Recruitment transition to the Talent Acquisition. Talent Acquisition presents people centric enablement.

Main objective was to come up and evaluate recommendations for the companies in ICT sector in light of specific methods, both field and desk research in order to achieve competitive advantage in the market through effective recruitment process as well as

talent acquisition. I have stressed out the main topics including War of talents, results based on primary and secondary research.

The objective of the thesis was accomplished by summarizing all the necessary information, conducting surveys interviews and research. The proposal achieved by collecting different kind of data is the recommendation to focus on relationship between employee and employer.

The main recommendations as a competitive advantage and as output of this thesis are as follows. Based on the newest trends, expectations and suggestions of how and where Talent Acquisition should go, I would suggest to Company X to change the performance review. As of now, there are performance reviews four times in a year and are conducted by very managers of the employees.

Moreover, I would suggest cooperating with organizations like LinkedIn, in order to relay the experiences, know-how and basic help and to pass it to employees.

The last recommendation is the specific application, which would improve effectiveness of employees themselves and also the company climate as well as already mentioned Talent Machine. This topic research could serve as future benefit for diploma thesis as I already gathered vast amount of information regarding Talent Management itself, Recruiting and Talent Acquisition at its finest.

Recruitment is extremely wide and fast changing area of interests. There are many more learnable topics in this area, however, I could not include majority of them, since I was focusing just on a few. Anyhow, as I mentioned already Recruitment and Talent Acquisition is changing, cooperating and mutates back and forth and so it offers huge issues to be still covered.

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