

New approaches to attracting and acquiring entry level workers

[People](#)



New Approaches to Attracting and Acquiring Entry Level Workers

Current situation

The saturation and competition in the workplace has increased the demand for high skilled talent and thus companies must work harder to assimilate novel and creative ways of attracting and retaining talented workers into their business. Recruiting can be defined as the act of attracting, engaging, assessing, and onboarding talent for work (Smooke, 2014). With recruiting and retaining talent becoming an increasingly integral business function, organizations are having to “ dig deeper” into their business practices in order to incorporate those “ A level” employees into their business. As the war for talent wages on, it is essential that organizations strategically and effectively manage to attract and acquire top talent entry level workers in order to sustain a positive economic performance in their organization.

Trend/Cause/Antecedent Creative Hiring Approaches/Organization

development: Beechler and Woodward (2009) wrote that in a study conducted by McKinsey, it was found that organizations are finding it more difficult to attract workers compared to the 3 years prior to 2000 when the study was conducted. Given the large amount of demand placed on talented entry level workers, organizations are having to dig deeper to create better hiring practices in order to retain the workers they need. Talent has been defined by McKinsey as “ the sum of a person’s abilities... his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive [as well as] his or her ability to learn and grow”

(Michaels et al., 2001). While talented workers are what is said to be most
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valuable to a company, there is a growing importance being placed on creating great systems rather than hiring great people (Beechler & Woodward, 2009).

Due to this realization, researchers have suggested that companies “ should grow their stars, use training and mentoring to develop them, and strive to retain them” (Groysberg et al., 2004). Essentially organizations are best suited to develop their organization internally to have more efficient and effective processes throughout. 5 Ways these trends impact the war for talent
Continuous growth: In more cases than one, an organization which is static and has little changes in their process is unlikely to see much success, and even less likely to attract the people they need to be successful. What works for one company may not work for another and what works at one point in time may not carry into the future. The talent team at FDC (First Data Corporation) ensures to annually analyze their organizational needs and recalibrates respectively in order to align with their growth (Ashton & Morton, 2005). Internal alignment: Internal alignment or internal equity can be defined as “ the relationships between the jobs within a single organization” (Milkovich et al., 2017).

Competitive advantage can be achieved in global companies who make sure all elements of their talent management system are aligned both internally, externally, and globally (Stahl et al., 2012). Beechler and Woodward (2009) appoint that “ great systems are often more important than great people” and “ people’s performance depends on the resources they have to work with, including the help they get from colleagues and the infrastructure that

supports their work”. This previous statement is so important such that organizations are realizing the importance of integrating consistency throughout all levels of the organization. Creating value: In today’s society it is becoming more common for employees to be attracted to flexibility in the workplace rather than security, for example ‘ embracing the concepts of “ boundaryless careers” and “ free agent learners”” (Stahl et al., 2012).

More people are placing importance on how the changes to people’s work lives requires more respect and better communication in order to maintain everyone’s best interest and retain competitive advantage. The new age workforce is more commonly looking for a position at a company in which they have flexibility, but more specifically, where they see value and growth in said company. An individual will give more to their business when they see increased value for themselves in the marketplace (Hammett, 2018). Team-based Hiring: Stahl et al., (2012) suggest that “ the talent management process must include multiple owners-not just HR”. Digital Hiring processes: 3 Implications for HR in the Workplace: Lack of development in selection technology: / concerns about the legality of values-driven staffing approach (EQ vs. IQ) (e, g, use of personaliy tests)-team building/diversity-performance potential matrixuse magazines, conference boards, trade articles etc. to research topicAPA format referencing

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