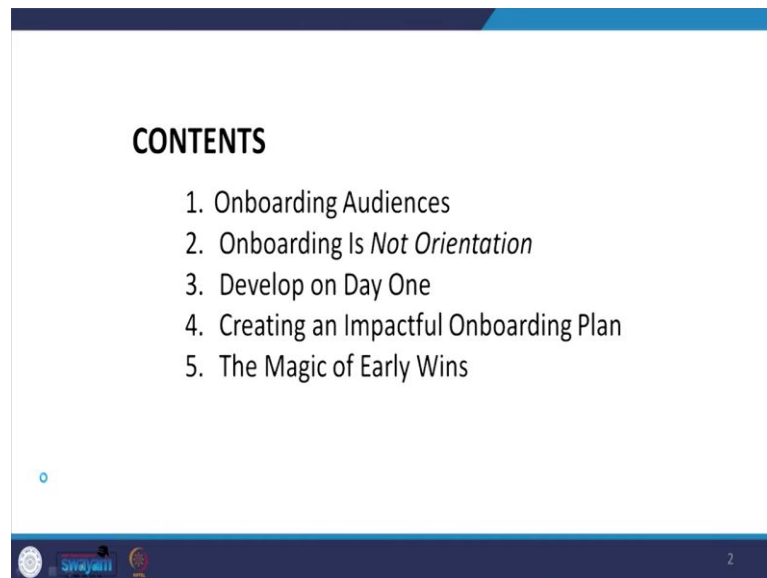


Talent Acquisition and Management
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 48
Talent Acquisition Strategy – II

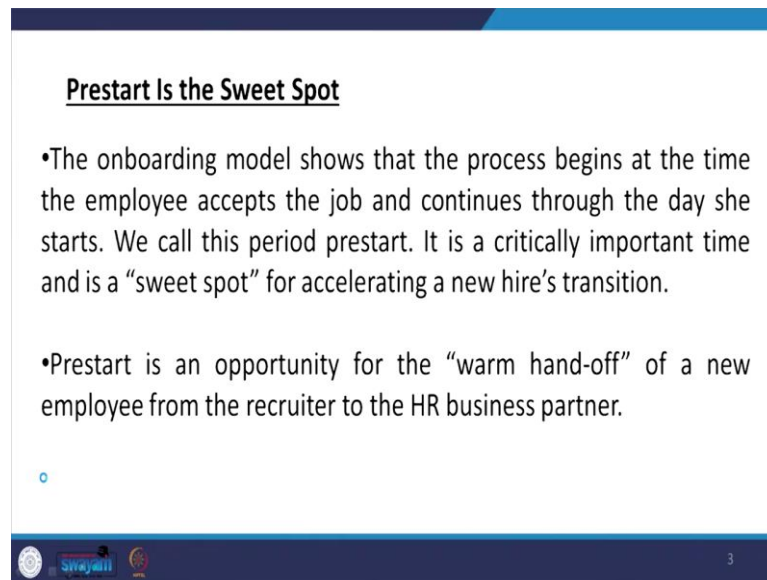
So, in the previous session, we have seen that is how that onboarding that is the literature is very much alarming. And therefore, the retention of the talent and is becoming very, very risky, and it is not possible to retain the talent for a long period of time. In case the onboarding is not done properly.

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In continuation of that, we will in this session, we will talk about onboarding audiences; onboarding is not orientation develop a day 1 creating an impactful onboarding plan the magic of the early wins. So, where is the pre-start is the sweet spot? So, the onboarding model shows that the process begins at the time the employee accepts the job and continues through the day she starts right.

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Prestart Is the Sweet Spot

- The onboarding model shows that the process begins at the time the employee accepts the job and continues through the day she starts. We call this period prestart. It is a critically important time and is a “sweet spot” for accelerating a new hire’s transition.
- Prestart is an opportunity for the “warm hand-off” of a new employee from the recruiter to the HR business partner.

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So, therefore, in that case, it becomes very, very important that is the time the employees the accepts and they starts their particular job, and from that only itself the onboarding starts. The way they the day they accept their proposal, we call this period a pre-start; it is a pre-start, preface actually pre-start is there.

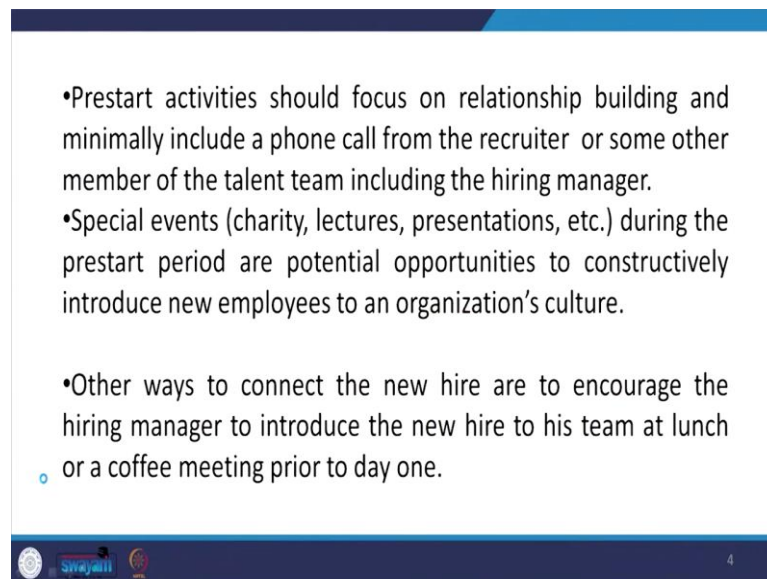
It is a critically important time and is a sweet spot for accelerating a new hire’s transition. Naturally, it is the imagination, the imagination of that particular employee, the talented employee that is the now I will join the organization, and I will contribute. And I will do this wonder, that wonder, and I will create the new milestones for the organizations right.

So, in that way, the pre-start right that phase starts pre-start is an opportunity for the warm hand-off right. So, often new employees from the recruiter to the HR business partner and as soon as the new employee joins everybody is feeling the enthusiasm. And they enthusiastically that feels it is now our strength has become double.

Now, we have a new employee who will help us in achieving the organizations' vision and developing those strategies right. So, therefore, in that case, they treated him like a business partner. These particular phases and time period and that is called the sweet spot it is a sweet spot is there.

And on the basis of the sweet spot, the career starts, the day the appointment letter is received right by your new recruit right. So, this pre-start starts, which is a sweet spot. The pre-start activity should focus on relationship building right, which we have talked about in the previous session; that is how it is important to develop the relationship building and minimally include a phone call right.

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- Prestart activities should focus on relationship building and minimally include a phone call from the recruiter or some other member of the talent team including the hiring manager.
- Special events (charity, lectures, presentations, etc.) during the prestart period are potential opportunities to constructively introduce new employees to an organization's culture.
- Other ways to connect the new hire are to encourage the hiring manager to introduce the new hire to his team at lunch or a coffee meeting prior to day one.

From the recruiter or some other member of the talent team, including the hiring manager, is there right. So, here we have to start that relationship building, like as soon as you come to know that there is engagement right. So, then definitely what is expected, right. So, that is the daughter-in-law will expect a phone call from the.

So, many relatives of the congratulations from the in-laws' side right. So, that is a relationship-building, and they will introduce that is the I am your cousins in law, I am your the maternal in law, I am your paternal in-laws and like these that side, this side they will start talking.

And what is that? That is relationship building. So, welcoming and so what is minimum is included that is the phone call, the phone call is expected right that is some from both the sides right. So, therefore, in this case, it is important that is then there should be a phone call by the recruiter to the employees or some other member of the talent team.

So, maybe that is hiring manager example is given hiring manager and therefore, he will congratulate and confirm and then we will say that yes letter is following right. So, special events, charity lectures, presentations, etcetera during the pre-start period are potential opportunities to constructively introduce new employees to an organization's culture. Like, here we have a system that is the whenever the seminars are thereby Ph.D. scholars senior, Ph.D. scholars right.

And those there is the topic finalization our conversion of the JRF to SRF or the pre synopsis presentation that is a final presentation. Then those who were joined online now right and they have not still visited the campus. But they are the part of the presentation, and they understand that is one day I have to also give the presentation like this. I have to also follow this procedure, these rules, and regulations, compliance right. So, it is not a strategy by only compliance right, and it is a strategy by compassion.

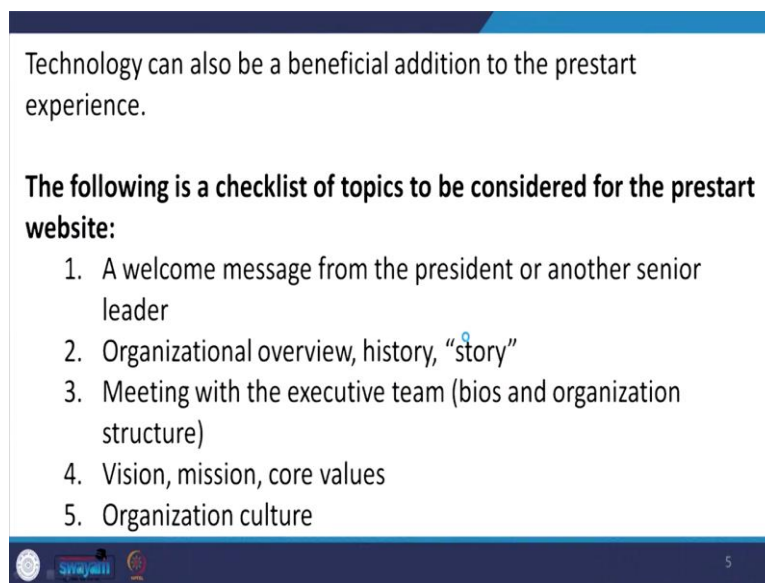
If you remember my previous sessions. So, that was on the by compassion, not compliance by compassion. So, therefore, that is connect that is called the connect. I say that emotional connection is very, very important. So, before they come to the campus, they will see that is how the presentations are done by the Ph.D. scholars who were admitted in this session. So, that that will be giving the introduction to new employees to an organization's culture this is the practice.

Other ways to connect the new hire or to encourage the hiring manager to introduce the new hire to his team at lunch or a coffee meeting prior to day one is also very common practice.

And therefore, there are new hires to encourage the hiring managers right, that is the yes and then the asking him to join right, that is informal it is not orientation basically that is informal gathering is there, and this is a team and maybe at the lunch or a coffee meeting.

So, prior to day 1 of it is joining. So, therefore, relaxing him makes him convenient that is yes, now you are the part of this particular team is there. Technology can also be a beneficial addition to the pre-start experience.

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Technology can also be a beneficial addition to the prestart experience.

The following is a checklist of topics to be considered for the prestart website:

1. A welcome message from the president or another senior leader
2. Organizational overview, history, "story"
3. Meeting with the executive team (bios and organization structure)
4. Vision, mission, core values
5. Organization culture

The following is a checklist of topics you will consider for the pre-start website; a welcome message from the president or another senior leader is there in the pre-start and with the name. So, when we write Dear Mr. Santosh, right oh. So, therefore, the president also knows me.

So, in many organization institutes, it is a practice; the practice is that it is on the day one that a new recruit has been taken to the top position leader or if the person is not there are busy then the leader of that particular department or section. So, what the topmost top leader will do that is like a chairman; the president is given an example.

So, they will write a letter, and therefore, it that is his name is communicated and is now known to the president. President knows that so and so mister has joined this organization.

So, that will be a welcome message organizational overview history story. Nowadays, the storytelling that we will also discuss is how the storytelling attracts talent. For a very brilliant boy, right that is when you tell a story, he is totally engaged, and then he has the questions and questions and questions.

And then finally, you say [FL] this is the story. So, do not ask too many questions. So, when the storytelling is there the way the history of the organization that is how it has been started, how hard work has been done by the employees from this period to that

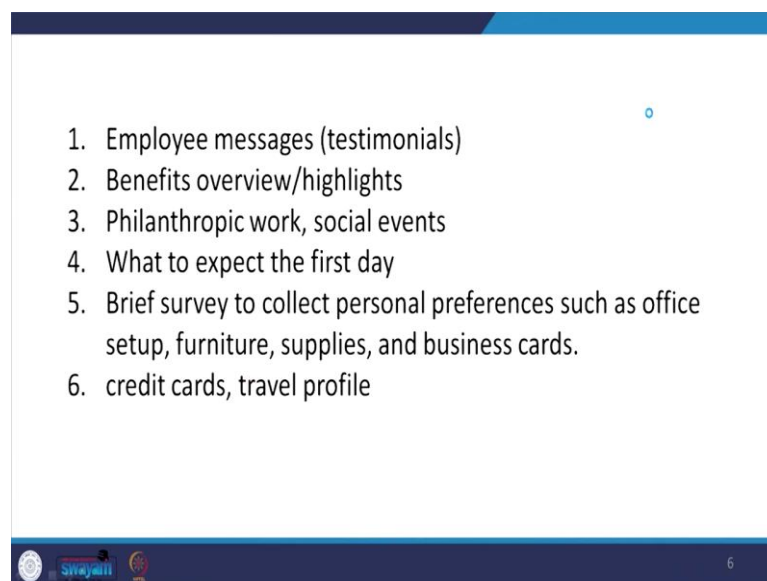
period and then now wherever this organization is there where you are seeing this organization that is that extend—meeting with the executive team. So, therefore, in the case of bios and the organization structure, vision, mission.

And core values of the organization. And I tell you that is this part it should not be just a formality, whenever I conduct the training programs to the employees I always advise them, that is, please try to understand the vision of the organization that what is the vision?

Otherwise, what happens? You are doing very hard work, but you are not getting the return, and you are surprised that I am contributing so much, but there is no return, right. The reason is it is not aligned with the organization culture, organization vision, organizational goal, organization strategies, organization policies, organization procedure. You are supposed to know the vision of the organization, what the organization wants, and you are supposed to be flexible enough.

And here will be the problem, and it will be really a problem. Because an organization's vision style requires a particular type of functioning, and then you find that you cannot work like that, and then the talent will be wasted. So, that vision and missions are important organization culture we are talked a lot about this that is organization culture we have to understand and follow. Then employee messages testimonials right.

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So, what type of the from the employee that message is to be there, benefits overview the highlights are there, what are the highlights are there? Philanthropic work and social events, what to expect the first day? What is expected? A brief survey to collect personal preferences such as office setup is also very, very important and interesting.

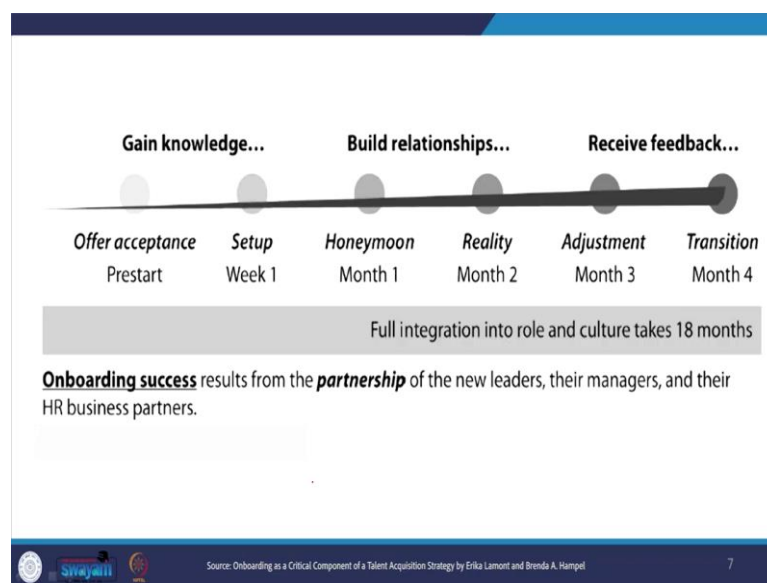
That is like you see that is the whenever now you nowadays you are going to any hotel and then if you tell them that is you will require a special type of bed. Because you are suffering from arthritis or this or that, and then they will make the arrangement you are that is the medico arrangement is there. So, similarly, when you talk about when you are joining an organization, and then you say that this is the via preference, this is my limitation these this is the way I want the arrangement should be like this.

So, that is a set of furniture supplies and business cards. So, therefore, when the first day, when he just a young boy, is signing his joining, joining report right. And then the establishment of the HR department that gives him the business card this is your business card boxes these two boxes are 100 each maybe example.

So, therefore, in that case, that is the business cards given to him, and then he fills the ownership belongingness. Then the credit cards and travel profile. So, this will also be giving them this particular did connectedness that is the yes I have the credit card from the organization.

I have the travel profile also my that is how he is going to go to receive him who is going to take him to further and where he has to go right that is there. So, ongoing CTD onboarding model.

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That onboarding success results from the partnership of the new leaders, their managers, and their HR business partners. So, it goes like this offer acceptance is there that is a pre-start gain knowledge setup is there week 1, then the build a relationship that is the 1st month will be there that everybody is good here ok. Take your own time, and then you prepare, then you do whether you are established, you are not established that personal care is there, and the reality starts month two, right.

And this time period is according to this author, but this may vary from individual to individual organization to organization. For the same individual in some organizations, this reality will be in month 2 for some employees; this validates maybe month three or maybe reality month one also.

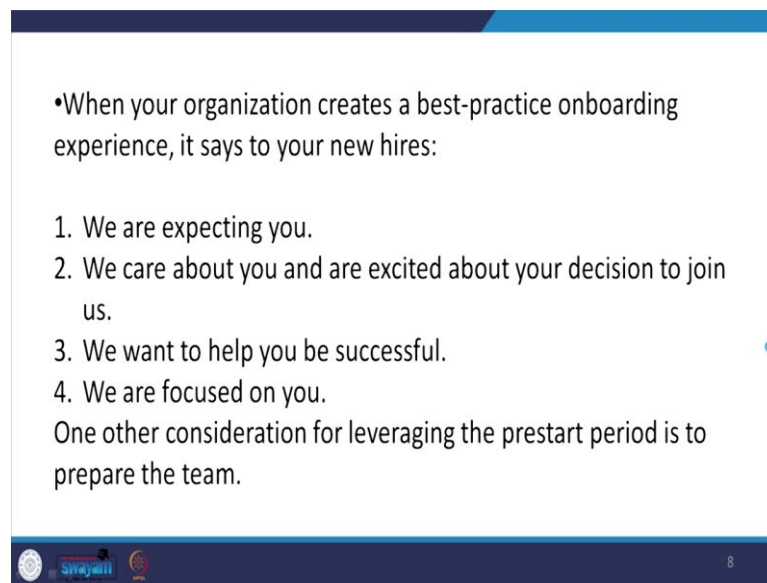
His honeymoon period is just for the one day and from the next day the reality [FL] right. So, therefore, in that case, that is the reality is there. Then they receive the feedback, and then the people say no, this will [FL] like in law mother in law right. So, therefore, that is the adjustment starts.

Then the reality is that is the adjustment is there. And finally, transition and the transition is this that is now you are becoming the member of this particular organization full integration into a role in culture takes 18 months. However, this is an example of 4 months; as I mentioned that is this time period which has been mentioned here it is

symbolic, it is not necessary that every person will go by at this particular time right. So, time periods may change, and then it may go extend up to 18 months is there.

Somebody will take more time on honeymoon, and somebody will take more time in reality, some people will less time in the adjustment and more time in transition and like this. So, therefore, this onboarding success right did the partnership, and that will be leader's managers, and their HR business partners will be there.

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- When your organization creates a best-practice onboarding experience, it says to your new hires:
 1. We are expecting you.
 2. We care about you and are excited about your decision to join us.
 3. We want to help you be successful.
 4. We are focused on you.

One other consideration for leveraging the prestart period is to prepare the team.

When in your organization creates a best practice onboarding experience, it says to your new hires, and we are expecting you right. And therefore, that is like the in earlier days when there were no such onboarding process employees going to join and at the security gate the security person, he asks [FL] then you say this is my appointment letter and this is there. So, he will have a look at you as a doubt that is whether this is real or what right then he will telephone the HR executive is busy.

So, he is not picking up the phone asking him to sit in the visitors' room; if he is very kind enough that security [FL] is very kind enough, he will ask you to sit; otherwise, you stand at the gate right nobody is where, but when you are going by this onboarding process.

So, you are expected security [FL] already knows that yes, somebody by this name is coming and joining the organization right. And if he is going to join the HR department, he will be treated separately more extra.

So, that will be extra will be there because he is joining the hr, he knows that my file will also be with this person right. So, today he is going to be the trainee tomorrow is going to be my boss. So, therefore, in that case, it is that we are expecting you, then that welcome is there. We care about you and are excited about your decision to join us.

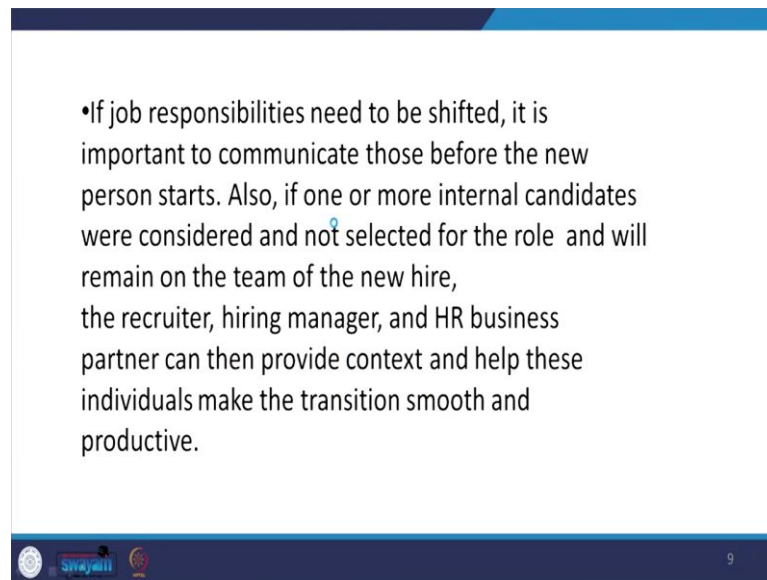
This is the culture, dear friend; this is the practice this is expected, it is not like this that is then we are giving a message that is here nobody for us there are thousands of the employees daily joining here right you are joining. So, it is nothing great that is not the message rather than excited about your decision to join us.

You are joining us; we are excited eagerly waiting. So, therefore, we that is making that is we care for you. We want to help you be successful in those resources main machine material money method and minutes whatever you want in your office, in your room. So, that infrastructure that is ready.

Because we want you to be successful, we are focused on you. So, it is not that where you are nowhere, no, no, we know that where are you and our focus is there, our attention is there you are under our support and therefore, that is we are focused on you. One other consideration for leveraging the pre-start period is to prepare the team; this is very, very important.

Normally what happens? During this particular period, only pre-start period only you create your own team, and that is the making the team building if job responsibilities need to be shifted.

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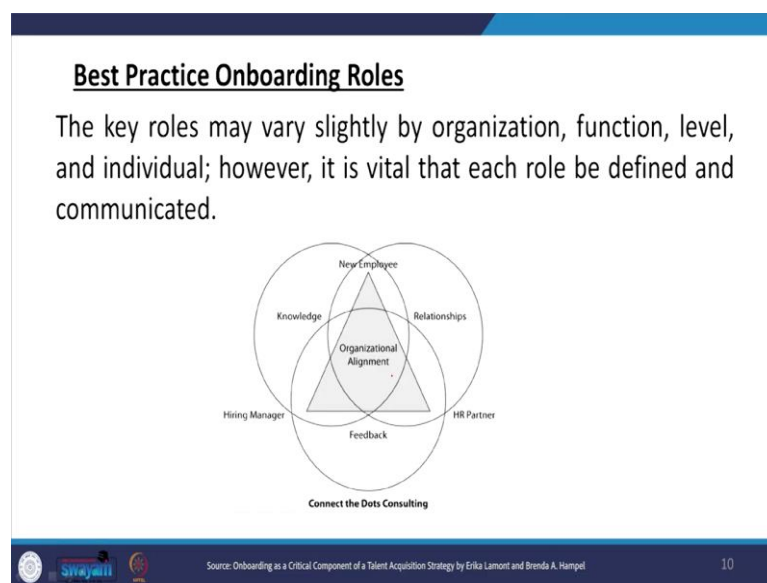
It is important to communicate those before the new person starts. Well known not suddenly telephone comes from today you give your job to that person who has joined today from right now with them get an effect.

Let them be comfortable and let this person also be mentally prepared; it is he knows that is his job has to be shifted, but not suddenly like your telephone and say that is ok [FL]. And if one or more internal candidates were considered and not selected for the role will remain on the team of the new hire.

The recruiter, hiring manager, and HR business partner can then provide context and help these individuals make the transition smooth and productive. This is a practical problem that is the whenever you have been selected, that the recruiter, hiring manager, and the HR business partners should provide the context and help. So, therefore, this transition will be smooth; otherwise, what will you happen then I do not certify for the role and will remain on the team of the new hire.

So, therefore, it is a very particular situation where the one has to prove that he is a member of the family of that organization; he is a new employee. So, therefore, it is important.

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That can provide context and help these individuals the talented employee the transition smooth and productive is there. So, best practice onboarding roles are, the key roles may vary slightly by organization function level function, level and individual the key roles for the organization and individuals that may vary.

But however, it is vital that each role be defined and communicated. So, here it will be important that is there is knowledge, and it is an integration; integration of the knowledge, new employee and relationships and creating the organizational alignment. So, this hiring manager who is having that particular knowledge and naturally for that new employee what is important knows the facts, figure, statistics acquiring with that knowledge.

So, therefore, he is first the condition will be the knowledge, and the second will be the building relationships, as I have mentioned. This is very, very important rather I will give more weightage and importance to the relationships than knowledge; the knowledge you can acquire, but if the relationship is not built in the beginning and if there are certain problems and issues and egos, then for that knowledgeable new employee also there will be the problem.

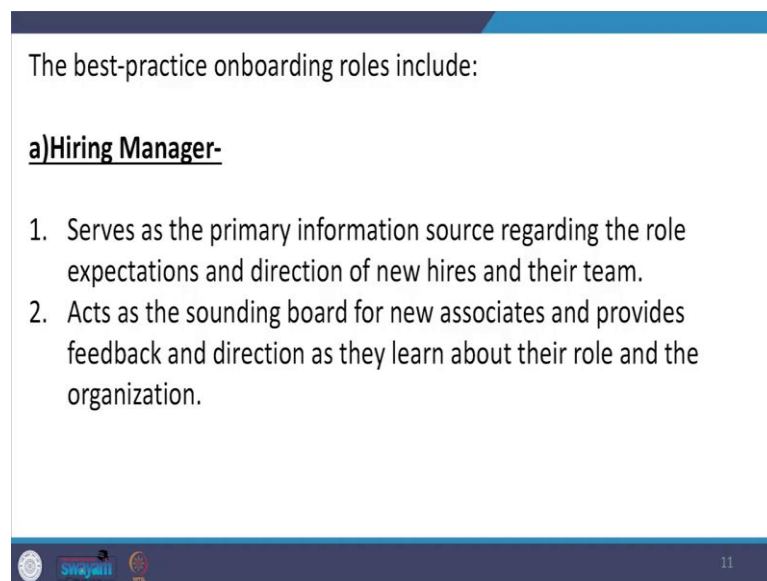
So, therefore, that building relationships is becoming very, very important, and that is the final, is the feedback whether that HR partner or that is the hiring manager or the senior

position people, or they are able to give that feedback or not. So, when the new employee gets his feedback.

He also changes, modifies, develops, and satisfy by that organizational alignment. He aligned himself with the organization. So, here it becomes very, very important that is these dots, knowledge, relationship feedback for a new employee right that has been designed and develop with the organizational alignment. And who will be the stakeholders? Stakeholders will be hiring manager HR partner right, and then it will be the new employee.

So, therefore, here we will find that it is these organizational alignments that will create, connect, and that will develop what has been developed as an organizational commitment to the employee—the best practice onboarding roles.

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The best-practice onboarding roles include:

a) Hiring Manager-

1. Serves as the primary information source regarding the role expectations and direction of new hires and their team.
2. Acts as the sounding board for new associates and provides feedback and direction as they learn about their role and the organization.

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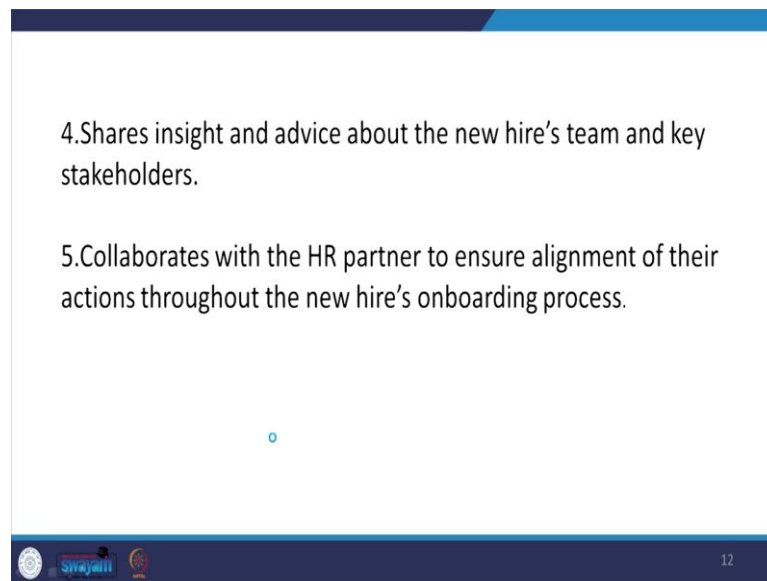
Include hiring manager serves as the primary information source regarding the role expectations and direction of new hires right. And these primary information sources are the that is the hiring manager from his side that is what roles are expected from that particular employee, and the direction of the new hires that is the what he is going to hire.

And their team that, what is the hiring manager will communicate that what is their team is there? Acts as the sounding board for new associates communicate them that, who are

your associates? Who are the people who are working with you? And provides feedback and direction as they learn about their role and the organization.

This is the hiring manager's very important role is there. And therefore, he is giving that feedback and direction also that what they are supposed to learn about their role and the organization. In the organization, what is their role, and what are they supposed to learn?

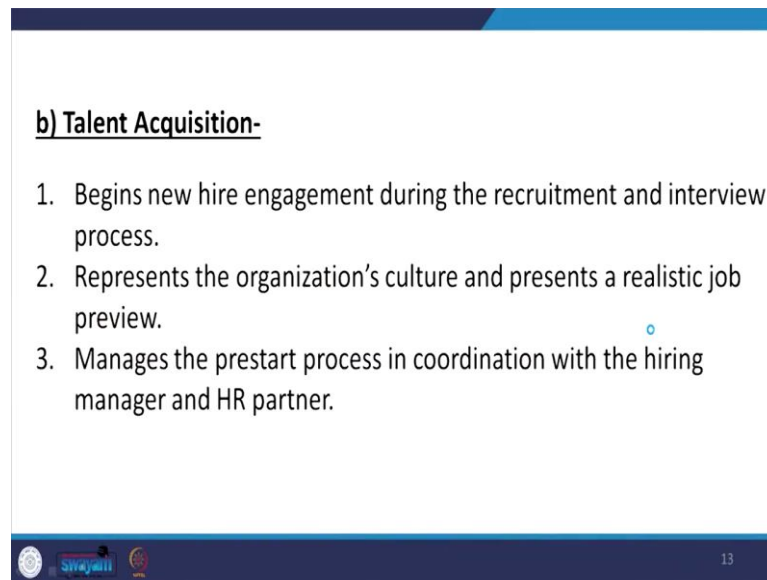
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The hiring manager shares the insight and advice about the new hire's team, and key stakeholders collaborate with the HR partner to ensure alignment of their actions throughout the new hire's onboarding process. So, that hiring manager because you see that is you some of you must have seen that is hiring manager is an even the never seen in the organization because he is the into another office. And therefore, his job is just to hire visiting the campuses or visiting these interview boards.

And then getting this job done and the allotment is there. Now, that allotment where is your allotment that is a different office, different places right and then you start a b c d from there. So, therefore, what is required is that the collaborates with the HR partner to whom this employee is going to he is going and reporting right. So, that is an HR partner to ensure alignment of their actions, and naturally, that new hire's onboarding process will start. Then the talent acquisition.

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b) Talent Acquisition-

1. Begins new hire engagement during the recruitment and interview process.
2. Represents the organization's culture and presents a realistic job preview.
3. Manages the prestart process in coordination with the hiring manager and HR partner.

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It begins new hire engagement during the recruitment and interview process. That is the yes that they are supposed to hire these new employees, and there will be the, and there will be the recruitment and interview process will start, represents organization's culture and presents a realistic job preview.

So, communicated communicate about the organizations' culture. What is the organization's culture? Practices that are here, what are the systems? What are the procedures? What are the practices which create the culture?

And presents a realistic job preview that is then your job, these are the requirements, this you have to do, so your dos and do not's. Managers are pre-start process coordination with the hiring manager, and the HR partner is there. So, that pre-start process is there that what he is having the with that hiring manager and the HR partner is there.

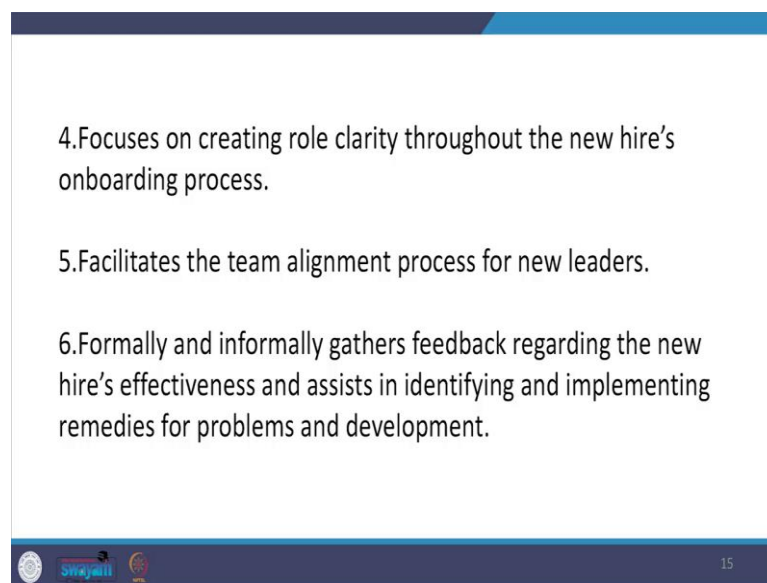
If there is proper coordination because it should not be like this that is it happens in many organization, that hiring manager is writing that is this person will be joining you on this particular date and the person when visits there and then he says nobody has told me that you are coming today right, how you can come suddenly?

So, therefore, what was the lacking coordination between the hiring manager and the HR partner. The HR partner serves as the onboarding process guide for the new hire and functions as a confidant. And therefore, in that case, this HR partner is playing a very,

very important role. It facilitates the establishment of onboarding objectives that what are the objectives are there early wins that is the making in comfortable taking him to the new place or making all arrangements for him and then giving him that particular opportunity for the settle.

And the stakeholder analysis is there to share key documents what are the key documents are there because he has to start working. So, he should know. So, shares the key documents and related insights with the new hire is there.

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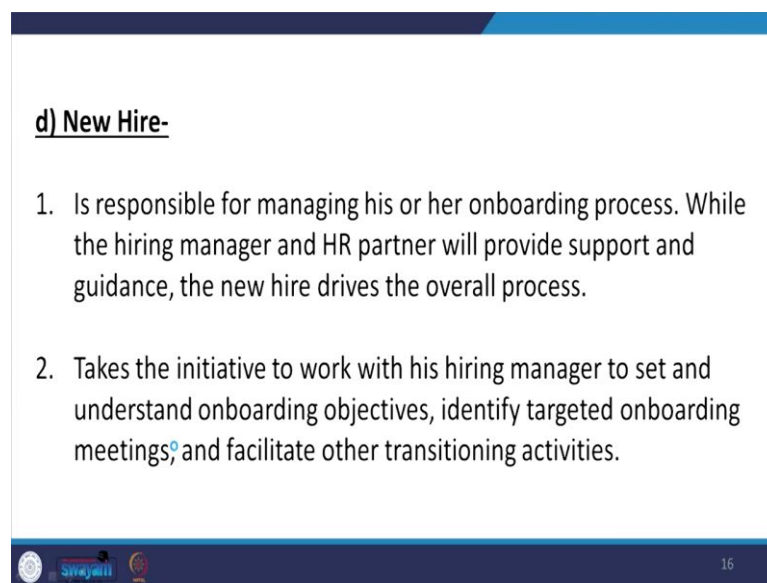
The HR partner focuses on creating the role clarity throughout the new hires onboarding process. So, therefore, that role clarity is there with the new hires in this case of the onboarding. Facilitates the team alignment process for the new leaders because he is joining a team, and then they are making the team alignment with the new recruiter.

So, that he is able to perform and work with that particular person, formally and informally gathers feedback regarding the new hire's effectiveness, while either meeting with him or assisting him or talking to him or his colleagues are some other friends colleagues those who are there then formally and informally talking to them whether he the person is new recruiter is he comfortable or not. And assist in identifying and implementing remedies for the problems and development.

So, if he is facing any particular problem while he is working in the organization and in, so, that formally and informally that feedback is becoming very, very important and the person identifies that is the whether he is able to do the job or he is not able to do the job.

He is able to do the job that is fine, but if he finds certain problems right, then naturally, immediately, what HR partner is required to implement the remedies. Remedies are to be implemented, and as a result of which there will be the developmental will be there. So, finally, what is about the new hire?

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d) New Hire-

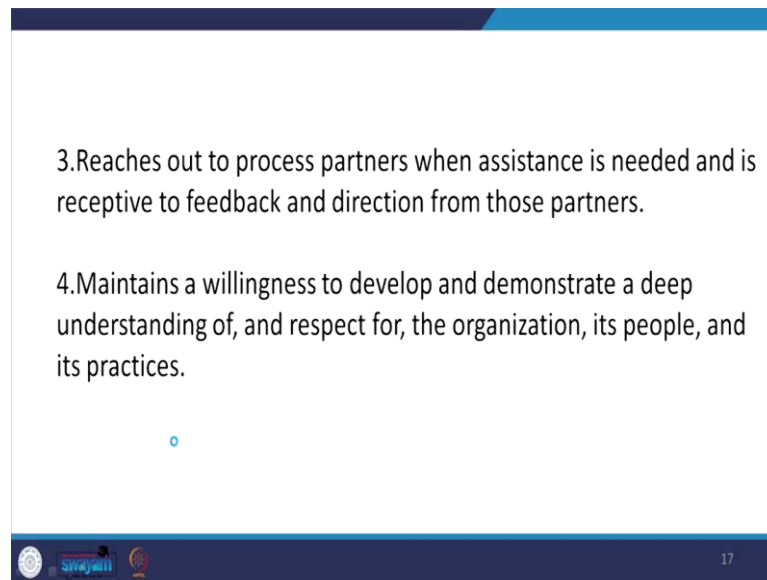
1. Is responsible for managing his or her onboarding process. While the hiring manager and HR partner will provide support and guidance, the new hire drives the overall process.
2. Takes the initiative to work with his hiring manager to set and understand onboarding objectives, identify targeted onboarding meetings, and facilitate other transitioning activities.

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Is responsible for managing his or her onboarding process. While the hiring manager and HR partner will provide support and guidance, the new hire drives the overall process is there because now he has to start takes the initiative to work with his hiring manager to set and understand onboarding objectives, identify targeted onboarding meetings right. That what type of meetings are there and facilitate other transitional activities are there.

So, finally, we can say that if the new hire reaches out to the process partners when assistance is needed that whenever he needs assistance, then he is able to approach and he is receptive to feedback and direction from those partners and getting the feedback also from them that is whether he is doing right or he requires to adopt certain other practices, and there will be directions also.

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Maintains a willingness to develop and demonstrate a deep understanding of and respect for the organization. So, naturally, it shows, and he expresses or demonstrates that a willing a deep understanding of an aspect for the organization, its people, and its practices. So, his reflection to respect to accept, and to serve the organization will be demonstrated.

Thank you.