



# Selection in a Changing World: What will we be doing, and who will be doing it?

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**Fairfield, CA**

# Overview

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- The past
- The possible/probable future
- The transformation of HR
- Implications for work
- Implications for staffing



# The past

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- Broad (classification)-based job analysis and testing
- Proctored exams
- Manual processes
- Written tests
- Focus on filtering, testing
- Plentiful resources
- Legal justification

# The possible/probable future

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- Class consolidation w/position-based job analysis
- Unproctored, Internet-based screening
- Highly automated processes
- Training and Experience exams
- Focus on applicant experience (e.g., RJPs)
- Cost effective solutions
- ROI justification



# The possible/probable future (cont.)

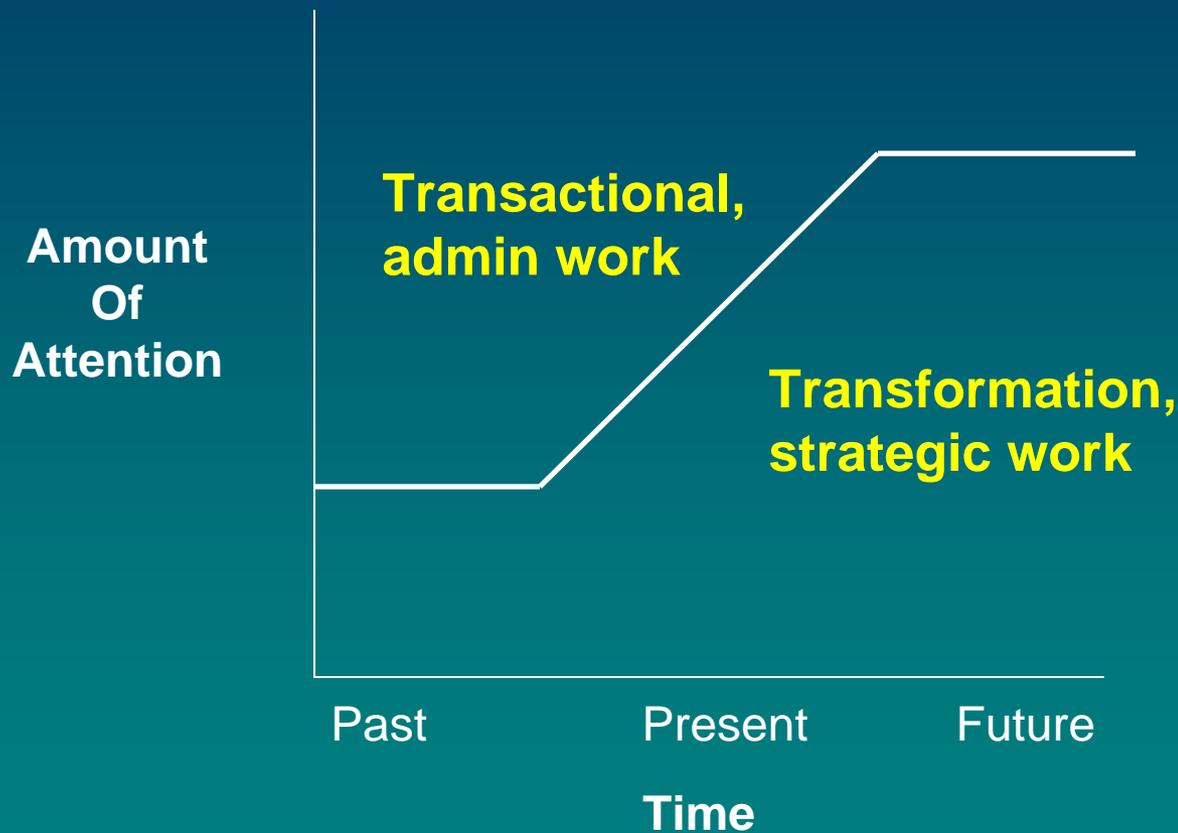
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- Oh yeah...and there's that money thing.

With reduced budgets, hiring freezes and layoffs, what **will** we be doing? What **should** we be doing? How do we **add and show value**?



# The transformation of HR



# The transformation of HR (cont.)

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Collin County HR, recipient of 2008 IPMA-HR Agency Award for Excellence – Small Agency:

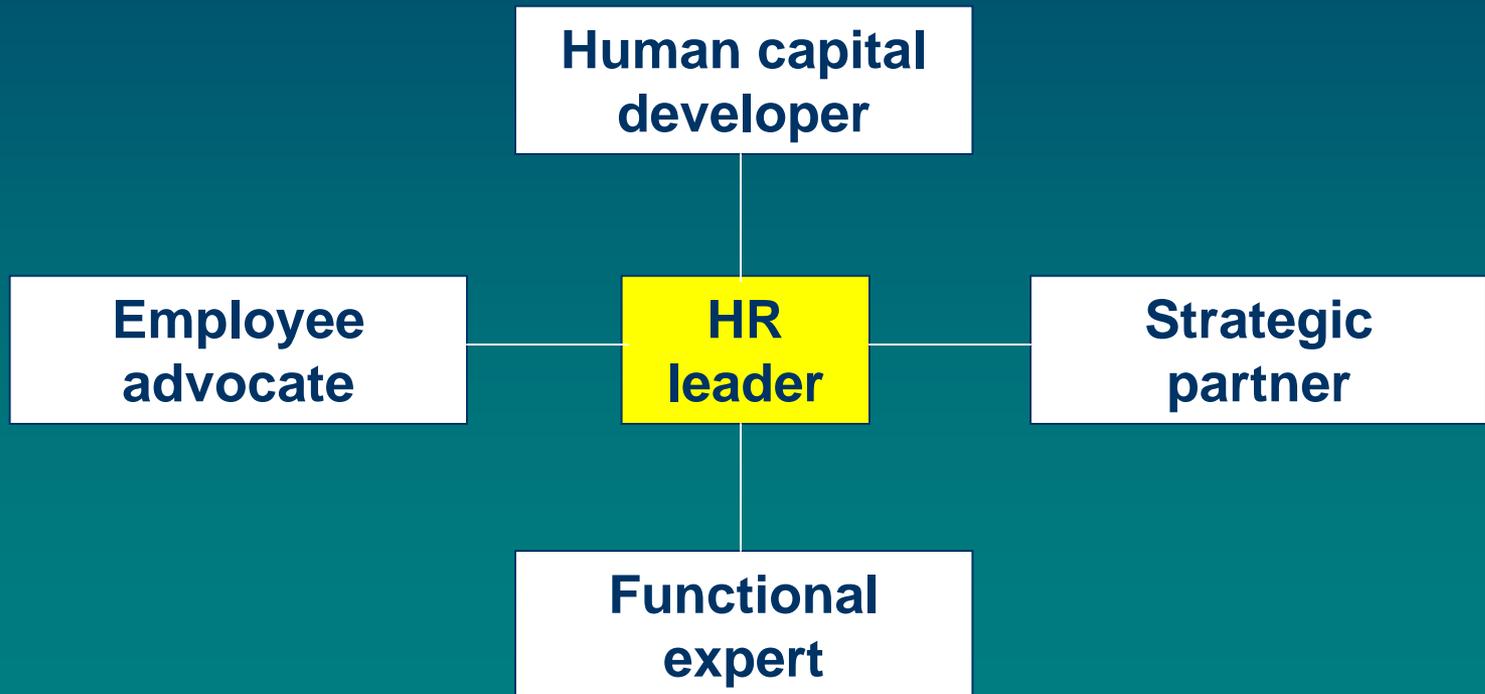


“In recent years, the Collin County HR Department has transitioned from a department focused on administration and recordkeeping to a role in which a trained professional staff partners with management in order to achieve the strategic goals of the county.”

- November '08 IPMA-HR News

# The transformation of HR (cont.)

## The New Roles of HR Professionals



# The transformation of HR (cont.)

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Reactive	→	Proactive
Focus on answering questions	→	Focus on <b>solving</b> “ <b>business</b> ” problems
Focus on “soft” side of personnel	→	<b>Data-driven</b> , fact-based approach
HR deals with “people problems”	→	Managers and HR <b>jointly</b> apply expertise
HR owns employee data	→	Data is <b>shared</b> responsibility

# Implications—for work

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- Internal hiring units will look more like consulting firms.
- What does this mean?
  - Changes to organizational structure
  - Changes to roles (administer v. consult)
  - Changes to mission (control v. add value)
  - Changes to how we present ourselves



# Implications—for work (cont.)

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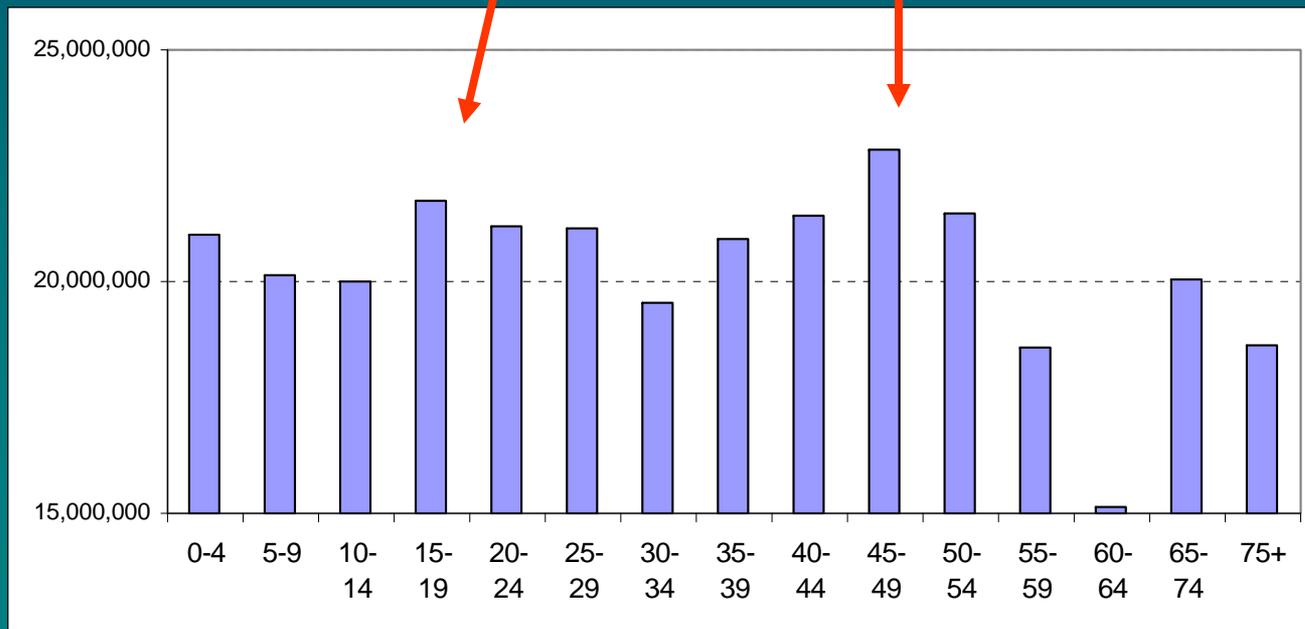
- Time to start doing new things or old things differently.
  - **Forecasting**: workforce planning and beyond
  - **Metrics**: if you can't count it, it—and you—may get ignored
  - **Information sharing**: do your customers know you exist?
  - **Continuous recruiting**: branding and strong web presence

# Implications—for work (cont.)

## ■ Example: Labor Market Strategy

- Short term: recession; more applicants
- Longer-term: echo boomers vs. boomers

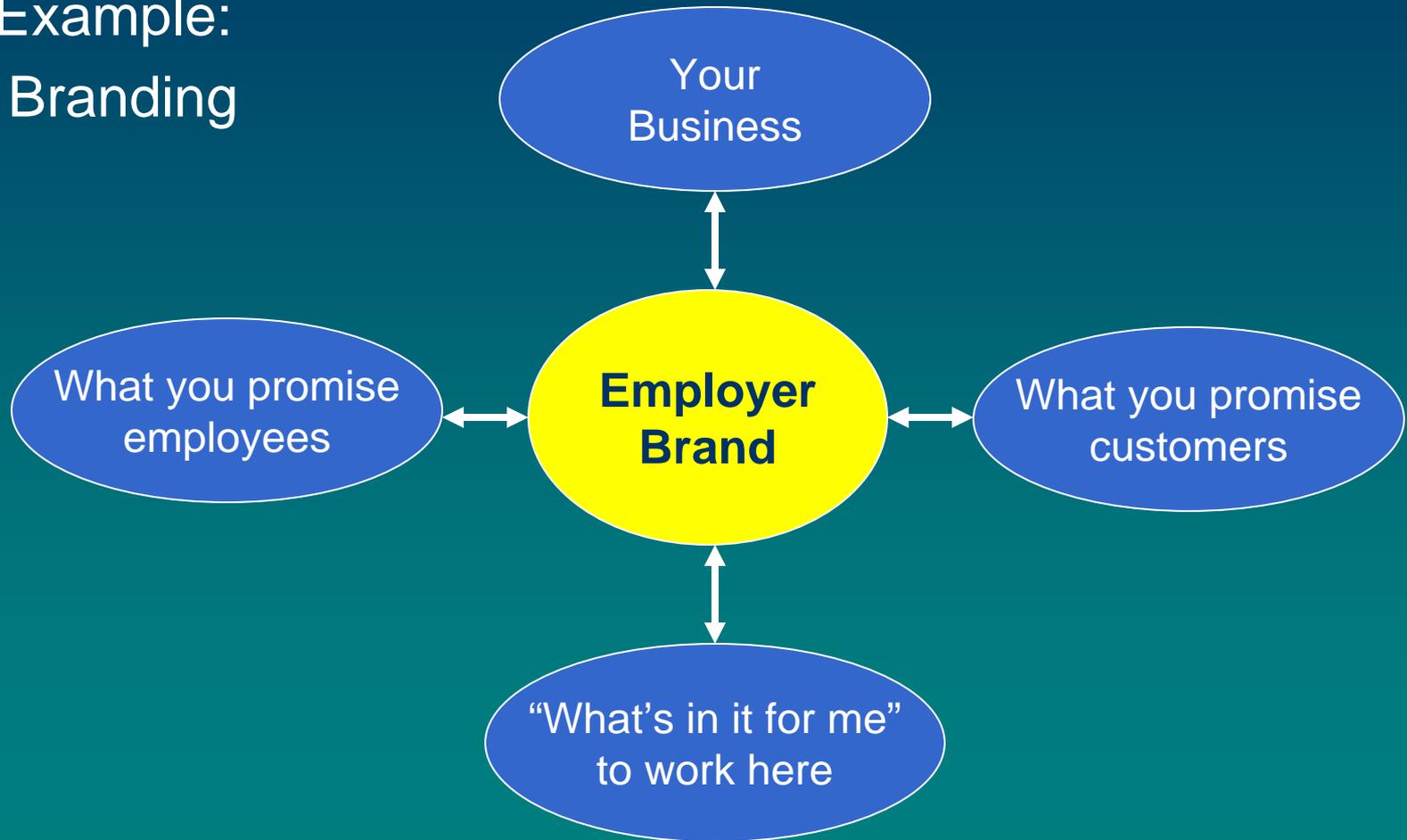
**Are you  
positioned to  
take advantage  
of both?**



Source:  
U.S.  
Census  
Bureau,  
International  
Data Base

# Implications—for work (cont.)

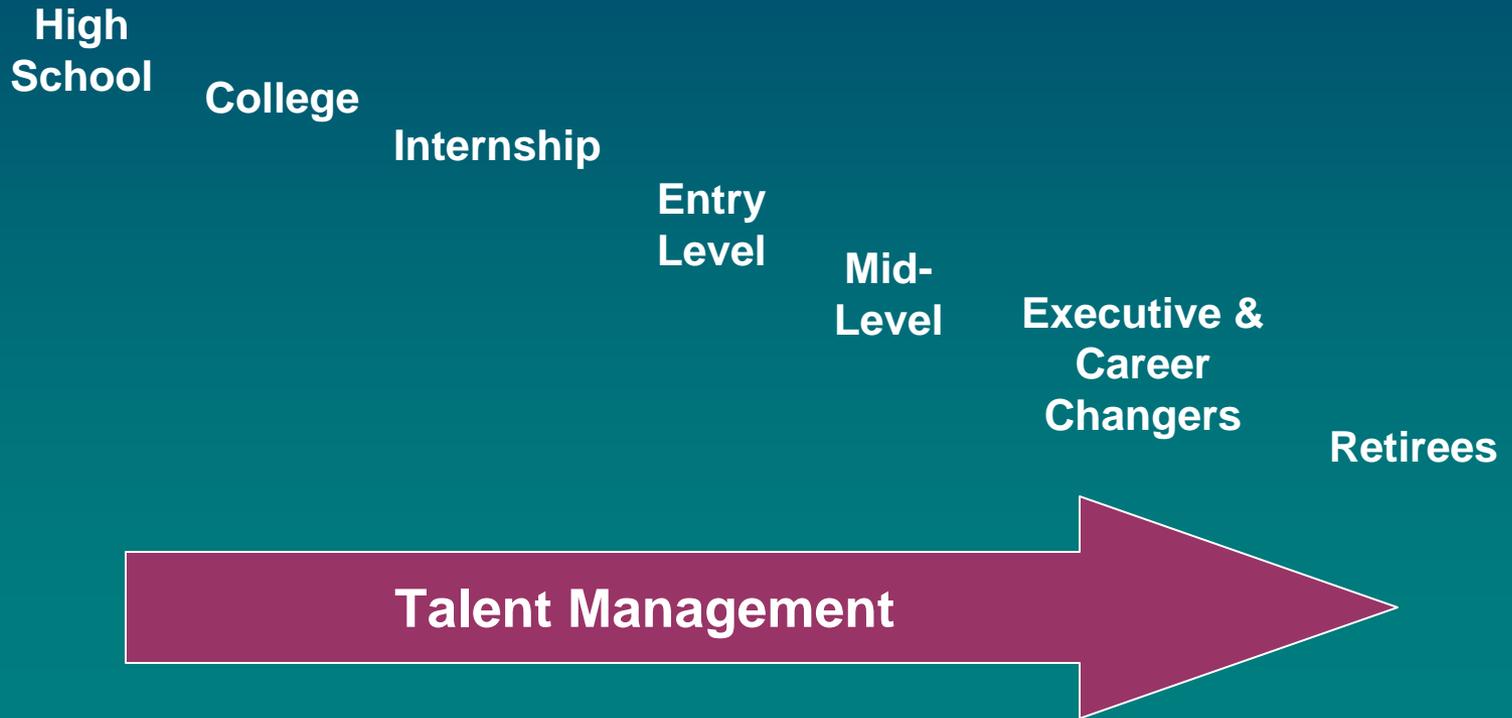
- Example:  
Branding



Source: Adapted from Sartain & Schumann, Brand for Talent (2008)

# Implications—for work (cont.)

- Example: Lifelong perspective



# Implications—for work (cont.)

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- Candidates want:
  - Fast, easy application process
  - Online (of course)
  - Realistic job previews/career match
  - In current job market, stability



# Implications—for work (cont.)

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- Hiring managers want:
  - Speed—but quality still important
  - Answers and solutions, not barriers
  - Big picture thinking
  - Assistance with technology

# Implications—for staffing

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- Competencies we've often looked for:
  - Knowledge of current system/rules
  - Knowledge of how to develop interviews
  - Knowledge of internal structure
  - Familiarity with current customers

# Implications—for staffing (cont.)

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- Competencies we'll need—soon or now
  - Interpersonal skills
  - Training/Presentation ability
  - Broad (not always deep) knowledge
  - Business knowledge
  - IT skills
  - Consulting skills
  - Customer focus
  - Metrics/results focus
  - Flexibility/ability to adapt to change



# Implications—for staffing (cont.)

How would you rate your HR organization's current skills and ability to implement its talent management strategy?

Advanced: We have most or all of the necessary skills.

15%

Intermediate: we have some of the necessary skills.

62%

Novice: we have few of the necessary skills.

23%

Source: 2008 Bersin & Assoc. survey of ~1,000 organizations worldwide

# Implications—for staffing (cont.)

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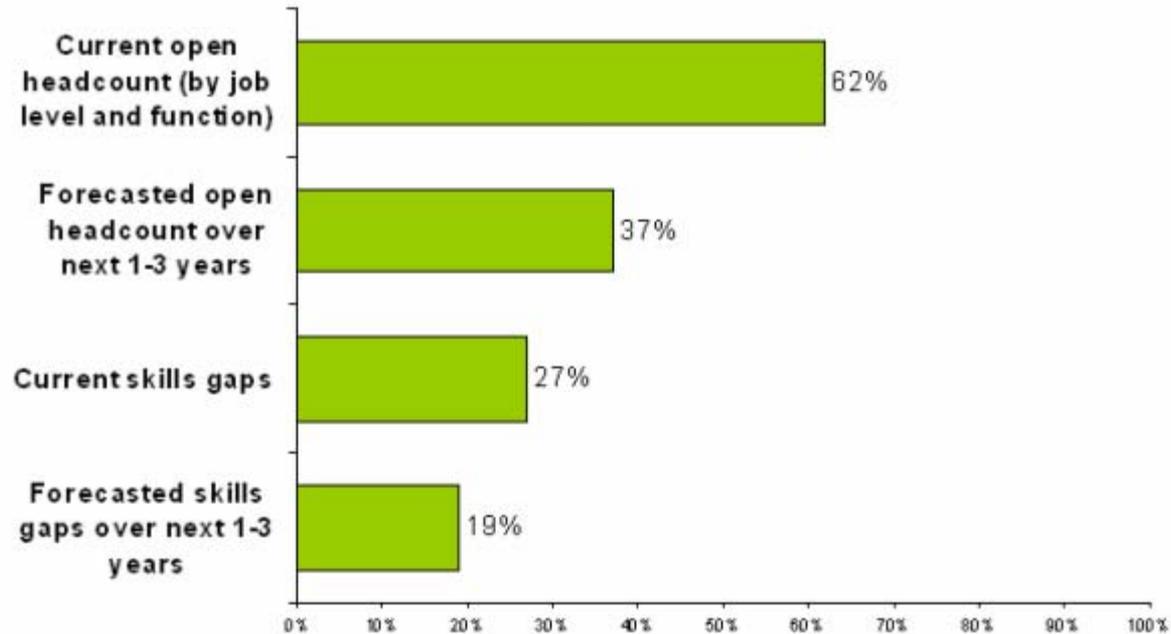
- 2002 survey of ~1,000 HR professionals

	<u>% endorsing</u>
There are really only four basic dimensions of personality, as captured by the Myers-Briggs Type Indicator (MBTI)	28%
Being very intelligent is actually a disadvantage for performing well on a low-skilled job	46%
Companies that screen job applicants for values have higher performance than those that screen for intelligence	57%

# Implications—for staffing (cont.)

*Most companies still focus on open headcount*

**What information does your organization use for workforce planning?**



Source: 2008 Bersin & Assoc. survey of ~1,000 organizations worldwide

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## Discussion

Where are you getting your  
selection staff?

How successful have you been?

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## Discussion

Where will you be getting your selection staff?

# Solutions for the Future

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- Relationships are key
- Continuing education is mandatory
- Data, data, data
  - What is the ROI of your recruitment methods?
  - What are your turnover rates?
  - Hiring manager & employee satisfaction
- Change is a fact—embrace it
- Reach out to others



# Stepping toward transformation

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- Some key considerations:
  - What is your staff's readiness level?
  - What are the key drivers of transformation?
  - Is there management commitment?
  - What resources will be necessary?
  - Involve stakeholders in the process
  - Focus on **change management**
  - Evaluate and improve

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Questions / Comments?

