

# Talent Acquisition Strategy

By Josh Schiering

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## Overview

### To exceed all recruiting goals:

Attract, recruit, hire and retain a diverse, passionate, committed and knowledgeable team that continually strengthens the company mission. To train managers on best-in-class techniques and strategies for staff selection, onboarding, training, managing, uniting and motivating their teams.

## Institutional Knowledge

1. **Getting up to speed:** The following “Discovery” outline will serve as a guide for recruiting decision making. In the event answers are unknown, or team leaders need training in any of the areas identified herein, that training can be provided by Josh Schiering.

## DISCOVERY

1. Mission
  - a. Customer facing
  - b. Staff facing
2. Goal of being an employer
  - a. By manager
  - b. Be the #1 place to work for my employees
  - c. Be highly recommended by our teammates
3. Organizational Structure (org charts)
4. Culture
  - a. Defined by each manager
  - b. Develop a unified definition for entire institution

5. Leadership style of managers
  - a. By individual
  - b. Strengths & Weaknesses
6. Retention summary
  - a. Lifecycle of staff at every level
  - b. Turnover rate within roles
  - c. Career path for each position
7. Salary chart
  - a. By position
  - b. Account for years with institution
8. Perks and advantages to working here
9. Goals of recruiting
  - a. By department/branch/manager
  - b. Cultural Fit
  - c. Diversity
  - d. Trainability
  - e. Know-how
10. Responding to applicants (managing perception and expectations of the candidates)
  - a. Automated and Personalized replies
  - b. Transparency of status
11. Existing timeline
  - a. From receipt of application to decision being made and communicated
12. Interviewing and decision-makers on whether or not to hire
  - a. Current interview process (from onsite arrival to being hired)
  - b. Training - what training do 'decision makers' have in interviewing
  - c. Outline of existing procedures/methods used to make decisions

13. Not hired
  - a. How are people informed of a rejection so they feel good and informed
  - b. Timeline for rejections - how quickly do we let them know?
  - c. Sensitivity used to reject a candidate
14. On-boarding procedures
  - a. Outline of existing procedures conducted by HR
  - b. Outline of existing procedures conducted by Managers
15. Job postings used previously
16. Positions Available
  - a. Immediate needs
  - b. Future roles needed to fill
  - c. Seasonal needs
17. Timeline of hiring needs

## Attracting Talent

1. Referral program/incentive for current team members
2. In-bound digital marketing - Site/Webpage that attracts talent and is SEO'd
  - a. Benefits to working here
  - b. Employee blog
  - c. Culture
  - d. Testimonials
  - e. Images
  - f. Locations & how to get to work
  - g. Listing of open positions
  - h. Job descriptions
  - i. Easy apply process
  - j. Diversity, Equity and Inclusion pledge delivered by CEO
3. Identify community network opportunities
4. In-bound and out-bound physical collateral marketing
  - a. Posters and signs in branches that attract and promote the team members we are looking for
  - b. QR code to scan for easy application
  - c. Link to careers page
5. Recruiting Fairs (external)
  - a. Off-site recruiting events we create with community connections
  - b. Off-site existing career fairs
  - c. On-campus college and HS fairs (existing and new connections)
  - d. Targeting clubs and organizations to lead to diversity
6. Recruiting Fairs (internal)
  - a. At specific branches
  - b. Fun, dynamic and engaging
  - c. Breakouts based on roles, and likelihood of hiring decision
  - d. Targeting clubs and organizations to lead to diversity
7. Posting jobs that attract the right people: Titles, pay, locations, advancement

## Interviewing Methods

1. Creating a comfortable environment right away
2. Conversational interviewing
  - a. De-stressing the interviewee
    - i. Break the ice and get them to breathe
    - ii. Start with lead in questions about hobbies, interests, movies, shows of interest
    - iii. Spend time relaxing the candidate prior to jumping into job specific questions
3. Selling yourself/company
  - a. Why you love it
  - b. What excites you about being a part of the team
  - c. Explain the culture
4. Duality of the interview
  - a. Both parties should understand they are being interviewed
  - b. "Now let's turn this interview around and you can interview me. This decision is not just our decision to make, you should want to be here and make sure it's a good fit and a place you can be proud of and want to come here every day. Ask away!"
5. Do we have a match
  - a. Are our philosophies aligned?
  - b. Communication of timeline we will follow about our decision
  - c. Celebration of a successful candidate interview in front of the candidate (not if others are in waiting room)

## On-Boarding

1. Welcome to the team
    - a. Celebration of their arrival
      - i. Announcement to staff (email, one-note, etc.)
      - ii. Welcome packet (gifts, etc)
  2. Orientation
    - a. HR
    - b. Branch Manager
  3. Training
    - a. Getting to know your team leader
    - b. Getting to know your team member
    - c. Expectation setting - 2-way approach
    - d. Regular weekly individual meetings
      - i. Agenda setting = who and how
  4. SMARTEST goal setting
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## Conclusion

The above referenced document is intended to serve as an outline only .There are several steps and details not noted above that come from personal connectivity with each team member, manager and executive. Future proposals and actionable items will include:

1. ENGAGEMENT STRATEGIES & TRAINING
2. INCLUSION TECHNIQUES & TRAINING
3. MANAGER TRAINING
4. CUSTOMER SERVICE TRAINING

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