

EDITORS NOTE

TACTICAL TALENT TRAJECTORY (T-CUBE) SLANT

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TALENT ACQUISITION

While the world is moving away from the conventional selection and recruitment practices to modern way of employment primarily attributed to “GIG Economy”. The shift from full time employees to freelancers to remote workers to globally mobile employees has been the trendsetter which many of the leading fortune companies are adopting to maximize the business performance by optimally utilizing the right talent.

The talent acquisition (recruitment & selection policy) policy/ process has to be more *inclusive to accommodate all types/categories of employment nature and be progressive including the potential recruits from ‘GIG economy’*. Especially, Dubai being a multi-cultural expat driven working population, diversity and inclusion was always at utmost priority.

Public, Private and SMEs should rethink and invest profoundly in AI integrated process automation tools especially in the talent acquisition practices. With the advancement in ‘Business Process Management’ (BPM) tools, **Robotic Process Automation (RPA)** has been very critical part of any business success for process intense and sequential tasks. RPA tools like “Automation Anywhere”, “UI Path”, “Blue prism” and “Work Fusion” are the leading RPA providers in the market which provides the AI integrated solution from screening, to selecting to seamless ‘onboarding integration’ process to any kind of organizations. These RPA tools are extremely compatible to all kinds of existing ERPs (SAP/ORACLE etc) and other HRIS to pair it up from technology standpoint. RPAs can reduce the onboarding time (data entry and operational tasks) from 4-7 days to just 3 mts for every potential recruits from HR operations standpoint.

Application of Block chain in talent acquisition process is another significant milestone, especially in the west the concept of resume is being built around the block chain ID (Unique ID) which trace back the complete employment credentials from qualification to experience and other professional achievement. The direction is that, all the employment related credentials will be stored in the cloud and shared between educational institutions, public and private sectors, government entities and recruitment agencies. Using the public/private key access credentials the block chain ID of the prospective employees can be verified for the required information. The world will move from print resume copy to electronic resume to digital resume

to block chain ID driven resume/CV. This enables HR for effective background investigation and employment history, rolling out smart contracts encompassing all categories of workers (including employees of gig economy)

BIG Data and Data Science has emerged as an integral success for any function within any organization for effective decision making that could adequately impact the business performance. Organizations are moving away from xls to *AI integrated 'infographic' driven data reporting encompassing machine learning techniques applied in big data driven analysis*. **IOT, Cloud Technology** in handling large amounts of data with high end analytical tools like IBM Watson etc are playing a significant role to analyze all kinds of structured and unstructured data being captured stored and presented during the entire lifecycle of HR (including recruitment, learning and development, performance management, total rewards and retention)

TALENT MANAGEMENT (Engagement, Development & Retention)

Learning and Development across hierarchy has become a central fulcrum for every organization's success. Competency based training needs to be emphasized in organizations and just not based on the short term training requirements.

Competency mapping (difference between the individual and organization competency) should be the basis of drawing any training requirements in addition to the Training need analysis across different hierarchies in organizations. There are sophisticated learning management tools available to even draw the individual development plans (IDPs) for effective career pathing. Many organizations do deploy 9-box grid as a tool for successful talent management process, which requires concerted effort, time and energy to build it up.

In addition to Performance Management System (performance appraisal) , organization do need to emphasize on **POTENTIAL APPRAISAL**, this is only possible if organizations do institutionalize the "**DEVELOPMENTAL CENTRE / ASSESSMENT CENTRE**" to identify the "potential gaps" of individuals and prepare them towards succession planning, or any kind of horizontal or lattice movement

The conventional 5-point rating scale of PMS should be completely replaced by progressive monthly / quarterly based subjective performance and potential appraisal process.

COACHING / MENTORTING by using the advanced 3 dimensional psychometric assessment tools (Hogan / Innermetrix) and practicing modern coaching methods at work prepares the 'Coachee' and 'Mentee' a well-defined and rational career driven positive outcomes . This in turn translates to tangible and intangible benefits to the organization

"Total Rewards" needs to emphasized and practiced across the organization hierarchy which should include the following

- Remote/virtual working (temporary / permanent basis)

- Flexible working hours
- Career Pathing (vertical / horizontal and lattice movement)
- Long Term Incentive plan
- Flexible Salary Structure
- Additional Severance Pay / benefits
- Exclusive pension plans for long service employee

Table I. Tactical Talent Trajectory Slant

TRAJECTORY	Talent Acquisition	Talent Engagement	Talent Development and Retention
New Normal Interventions	<p>Novel Talent Acquisition Policy -inclusive of prospective employees from Gig Economy</p> <p>Creation of 'Employee Value Proposition' (EVP)</p> <p>Gender Equality / Equal Employment Opportunity</p> <p>Competency based hiring (Technical/Behavioral-value/Managerial/Leadership)</p> <p>Thorough Alignment of Organization strategy and talent acquisition process through a robust ERP system (including position creation, budget allocation, resource hiring and replacement)</p> <p>Seamless "New-Hire" Integration policy with first-day and 30th day feedback from new hires</p>	<p>Organization / Corporate values aligned performance management process</p> <p>'Non-Bureaucratic' and 'Flat Organization' Structure</p> <p>Broad banding approach to organization hierarchy consolidation</p> <p>Shift from Compensation & Benefits to "Total Rewards" approach</p> <p>Potential Appraisal instead of just</p> <p>Performance appraisal (Competency framework)</p> <p>"Non-Rating" Periodical performance feedback sessions(formal/informal)</p> <p>Identify and Foster "Key Talent / High</p>	<p>Remote/virtual working (temporary / permanent basis)</p> <p>Flexible work Structure (flexi-time, flexi-location, flexi-reporting etc)</p> <p>Career Pathing vertical /horizontal and lattice movement)</p> <p>Agile career development Fast-Track career options</p> <p>Reinforcing "knowledge sharing and shared goals" culture</p> <p>Equal emphasis to "Individual contributors" and "supervisory/managerial" role</p>

		<p>Potential” employees Establishing / Empowering Human Resource Business Partner function as a face for employees</p> <p>Reinforcing Individual Developmental Plan (IDP)</p>	
<p>Techno Driven Sustained Business Performance</p>	<p>AI driven recruitment methods</p> <p>Robots based screening techniques</p> <p>Application of RPA across all the verticals in HR function and integrated Exponential Emerging Technology Application</p> <p>Human-Machine Collaboration</p> <p>Robotic Process Automation (RPA in Selection & Recruitment process)</p> <p>Blockchain application in background investigation and resume validation</p>	<p>Establishment of Assessment/Developm ent Centers</p> <p>Coaching / Mentoring</p> <p>Gamification</p> <p>App driven Psychometric assessment tools</p> <p>AI /IOT driven assessment techniques</p> <p>Advanced learning Management tool</p>	<p>Digital Leadership Programs</p> <p>Long Term (3-5 years) Incentive plan linked to Profit/Sales</p> <p>Flexible Salary Structure</p> <p>Additional Severance Pay / benefits</p> <p>Exclusive pension plans for long service employees</p> <p>ROI driven HR Metrics using integrated tools and applications</p> <p>AI integrated total rewards tool</p> <p>Predictive Analysis applied across talent life cycle (IBM Watson / Power BI / Microstrategy for real time data reporting from cloud based BIG DATA)</p>