

# HR Masterclass: Trending Talent & Succession Insight



**HR Transform**  
The Future of Work

# Talent Sourcing

**Francesca Buhagiar**  
Senior Manager at VC (VacancyCentre)



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Francesca Buhagiar is the Senior Manager at VC (VacancyCentre), which is operated by CSB Group. She is responsible for leading the strategic and operational process of the recruitment business operating under the brand. Francesca holds a Bachelor's degree in Psychology. Through this course, Francesca nurtured an interest in Personnel Psychology.

Francesca holds over 7 years of experience in recruitment and has extensive experience in providing ongoing recruitment assistance to a diverse portfolio of clients across a diverse array of industries, ranging from banking, insurance, payments, gaming, trust and corporate services, funds, and investments.



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“Talent Sourcing is the strategic process of identifying, attracting, and engaging potential candidates with the skills and qualifications required for specific job roles.”

Tomislav Vrodljak



# Talent Sourcing vs Recruiting

- They are both very closely related
- Talent Sourcing is the proactive process of identifying and building a pool of talent
- Recruiting is the subsequent process of selecting and hiring the best-fit candidates from that pool to fill specific job openings within the organisation
- Rise of talent sourcing specialists: **58%** of TA professionals say they **have talent sourcers on their team** (Gem Survey, 2022)

# Benefits of Talent Sourcing

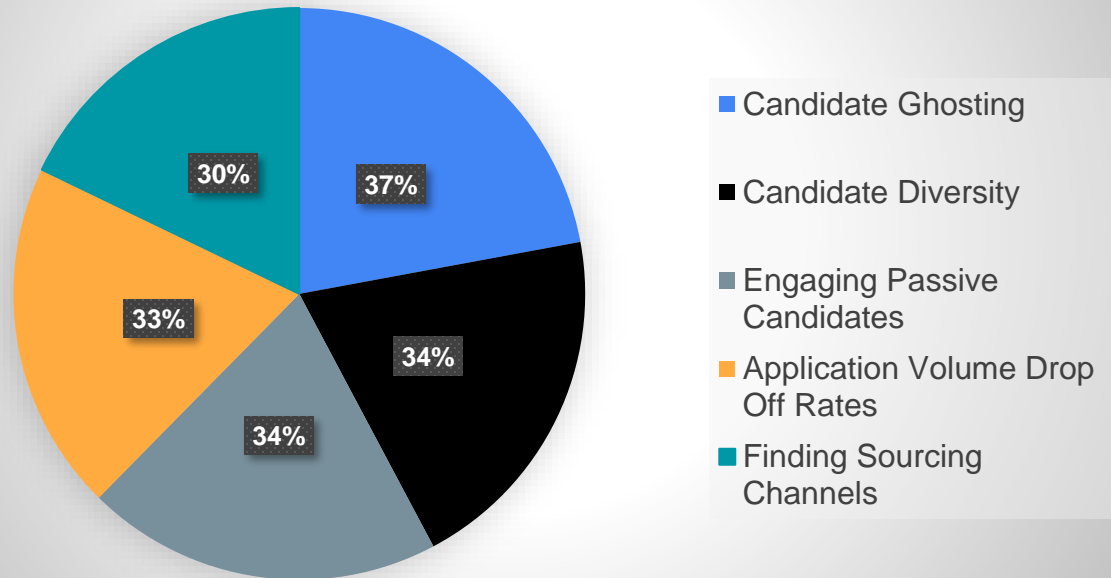
- Attracting passive candidates - Research suggest **70%** of the global workforce are **passive candidates**
- Improving quality of hires – More control over quality of candidates
- Faster time to hire – more than **x2 as efficient to hire**
- Preparing for the future: not just focused on immediate needs but it's forward looking

# Challenges of Talent Sourcing

- Attracting talent in a fast paced market where talent shortage prevails
- Engaging passive candidates and keeping candidates engaged throughout the talent sourcing process
- Candidate Ghosting: Study by Brazen (2022), conducted a survey on talent sourcing challenges - **37%** of the respondents **cited candidate ghosting as a challenge.**

# Challenges of Talent Sourcing

## Challenges faced by TA teams (Study by Brazen, 2022)



# Strategies Talent Sourcing

- Striking a balance between the hard skills and soft skills
- Expand and diversify talent sourcing channels
- Reengage with previous candidates
- Employee referrals
- Sourcing as a long term strategy

# Strategies Talent Sourcing

- Improve candidate experience: Communicating with candidates in an efficient manner and providing a positive experience
- Highlight the company culture
- Focus on what makes your organisation unique: Values, benefits, growth prospects
- The market is evolving constantly and strategies may need to be revisited

# AI and Talent Sourcing

- Automation of certain processes can help increase efficiency
- However, AI cannot replace the human touch in talent sourcing
- Human touch is important in building relationships as well as in assessing a candidate's personality and culture fit
- Mastering the balance between technology as well as the human touch.

# Thank you

**Francesca Buhagiar**  
Senior Manager at VC (VacancyCentre)



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- **Succession Planning**
- **Talent Retention**
- **Onboarding**

**Dr Dieter Veldsman**

Chief HR Scientist

The Academy to Innovate HR



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Dr. Dieter Veldsman, an organizational psychologist, brings over 15 years of HR expertise, holding key roles globally. He's a sought-after speaker on HR and the future of work. He also hosts the "HR Hot Topics" podcast and "The HR Dialogues" videocast.

He's received prestigious awards, including Chief HR Officer of the Year in 2021 and Practitioner of the Year in 2018. He has published in peer-reviewed journals, contributed to books on HR and the Future of Work, and is frequently featured in popular HR publications.

Currently, he is the Chief HR Scientist at the Academy to Innovate HR (AIHR), working to upskill 100,000 HR professionals by 2025 and collaborating with clients to transform their HR functions.

# Conversation Flow

**1** The trends impacting  
talent practices

**2** Designing meaningful  
talent experiences

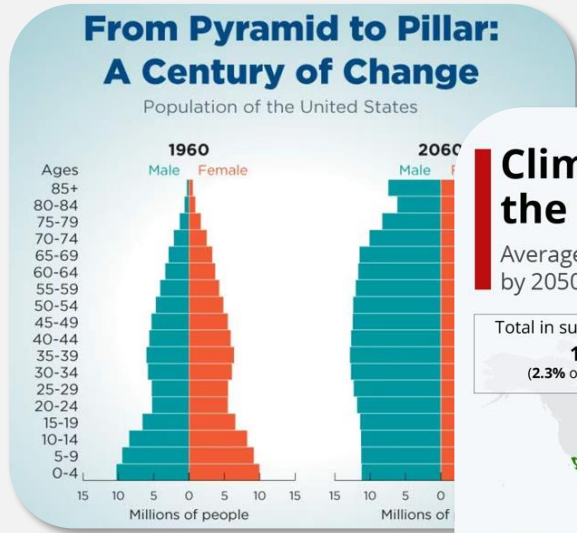
**3** Taking the first steps



# 1 The trends impacting talent practices

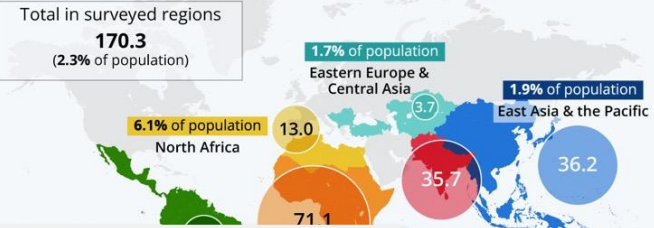
# The trends impacting talent practices

## Labor Market Changes



### Climate Change, the Great Displacer

Average number of internal climate migrants by 2050 per region (in millions)\*



Global Vulnerability

**1/4**  of the global workforce

more than **800 million jobs** have a high vulnerability to climate extremes and economic transition impacts



South Asia

unequal development, productivity and sea-level rise



Source: World Bank/Statista 2023, UNHCR 2023, IEP 2022, US Census Bureau 2017

# The trends impacting talent practices

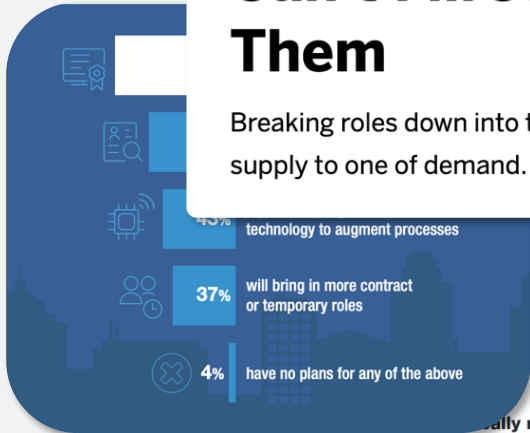
Labor Market Changes

Skill shortages

MAGAZINE SPRING 2022 ISSUE / FRONTIERS

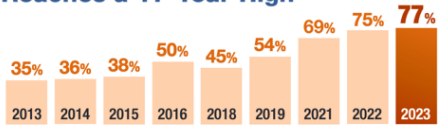
## Can't Fill Jobs? Deconstruct Them

Breaking roles down into tasks reframes the talent problem from one of supply to one of demand.



### Talent Shortage Reaches a 17-Year-High

Companies increasingly report difficulty finding the skilled talent they need in 2023, strengthening +2 percentage points year-over-year and more than double the difficulty in 2015 (38%).

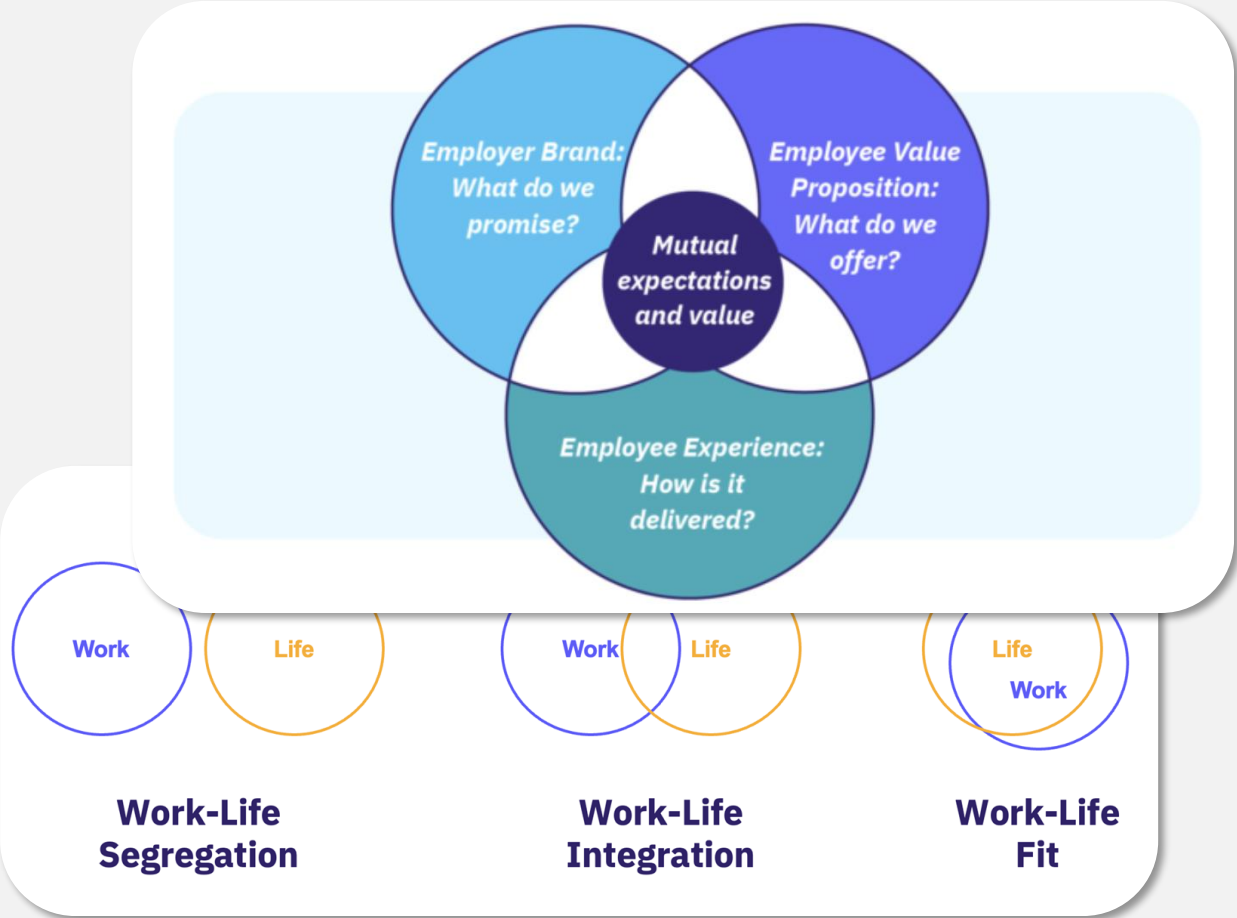


## Talent Shortage: Bridging The Gap to Build The Workforce of The Future

Source: Manpower Group 2023, MIT 2023, QX Group 2022

# The trends impacting talent practices

- Labor Market Changes
- Skill shortages
- New expectations




# 2 Designing meaningful talent experiences

”

Employees are expecting a “consumer”-like experience at work that balances individual preferences with organizational objectives.

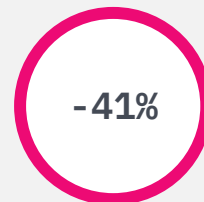
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# The benefits of creating a meaningful talent experience

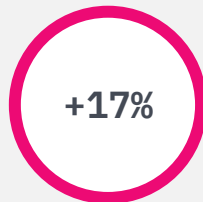
 For the organization



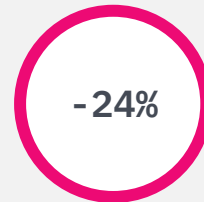
Higher sales



Lower absenteeism



Higher profitability

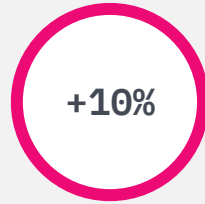


Less turnover

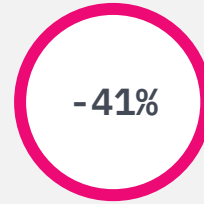
# The benefits of creating a meaningful talent experience

For the organization

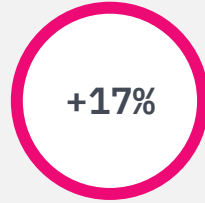
For employees



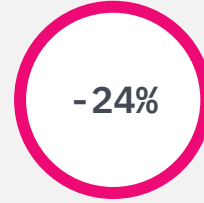
Higher sales



Lower absenteeism



Higher profitability



Less turnover



Higher productivity



Higher engagement



Higher satisfaction

Source: Gallup, 2023, Workhuman 2023, MIT 2023



”

How do we design experiences that are meaningful to employees, while also delivering value to the organization?

“

# Employee Experience (EX) design methodology



# BM Incorporated



BM Incorporated (BMI) is a financial services provider operating across three continents. As part of their people strategy, they aim to make BMI a great place to work and optimize the employee experience to attract and retain talent aligned to their employer brand.

We are working with Lakshmi, who is the newly appointed Head of Employee Experience with a dual reporting line to the CHRO and the COO.

# Understanding WHY

Determine which experiences will have the biggest impact for the employee and the organization



## Input Required

Quantitative & Qualitative Data



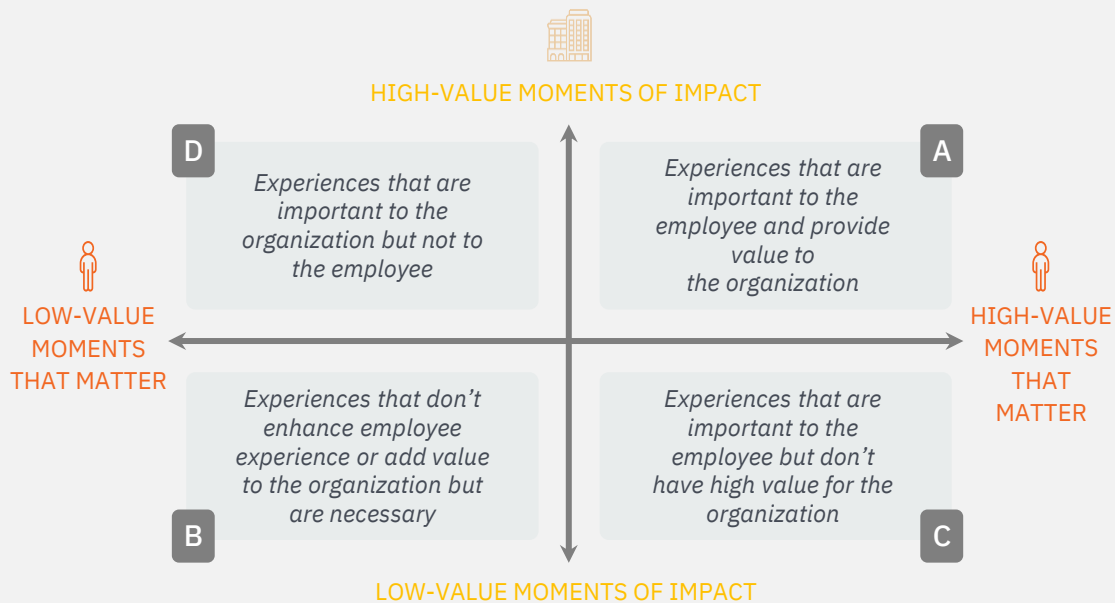
## Tools Utilized

Prioritization Matrix



## Output

Experiences to be prioritized, which will have the biggest impact



## Understanding WHY

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### Output

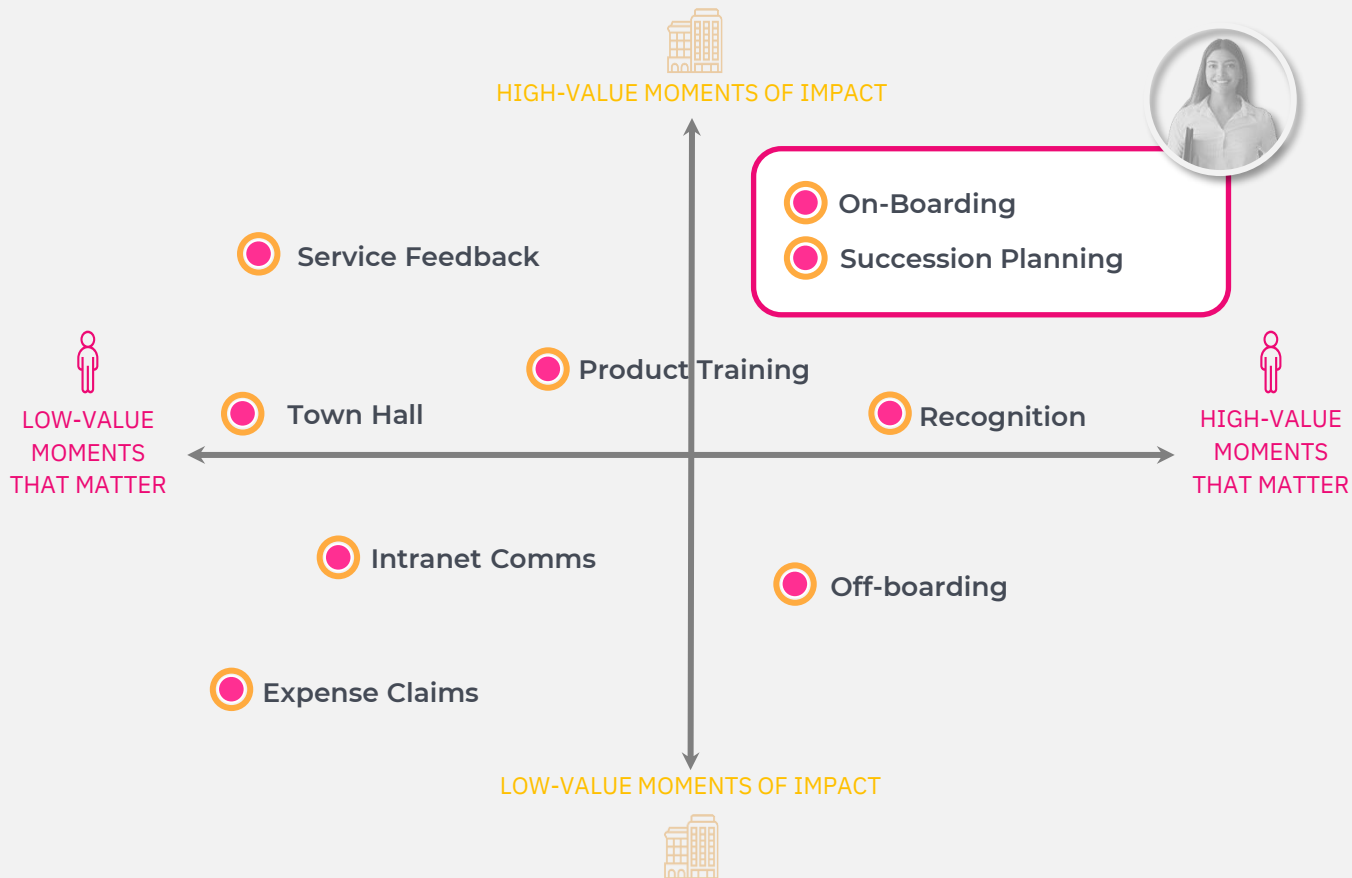
Experiences to be prioritized, which will have the biggest impact



Lakshmi runs focus groups with her employees to better understand the experiences that matter to them as part of the employee experience. She also uses the recent employee satisfaction survey to collect broader data regarding specific topics that require improvement.

From a business point of view, she also evaluates the value of investing in these experiences, by better articulating what the organizational benefit and impact will be.

# Understanding WHY



# Determining WHO

Better understand who the consumer of the experience is and what problem you are solving for them



## Input Required

Data to empathize with the user



## Tools Utilized

Persona Mapping



## Output

Personas of users, including their unique needs to be considered

1

## Empathizing with the user

- Get into the mindset of your consumer
- Test your hypothesis and assumptions about the user
- Actively gather data about the user and their behavior
- Engage with the user

2

## Understand the problem

- Test your hypothesis
- Address the core problem
- Get to the root cause

3

## Build a persona map

- Describe the consumer
- State their problem
- Define the ingredients of a good experience

## Determining WHO

Better understand who the consumer of the experience is and what problem you are solving for them



### Input Required

Data to empathize with the user



### Tools Utilized

Persona Mapping



### Output

Personas of users, including their unique needs to be considered



For the two experiences identified, Lakshmi engages with the business teams to better understand who is the end-user of the experience. Once groups have been identified, she conducts in-depth exploratory interviews with representatives of those groups. She draws up a persona map for each of the experiences to guide her thinking going forward.

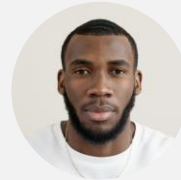
# Determining WHO

## Onboarding Experience

### Persona Map for the Onboarding Experience



**Alice**  
The individual contributor



**Derek**  
The new manager



**Cody**  
The new executive

#### Who are they?

- Skilled worker with 2 to 5 years experience
- Need for career advancement
- Not yet financially stable and as such requires guidance on how to build wealth
- Still seek career advancement and mobility

- 8 to 12 years experience
- Married or in longer term relationship
- Need to balance family responsibilities with work
- Seeks steady growth while considerations for outside of work responsibilities

- 12 to 15 years of experience
- More established family structure, yet might have additional dependents
- Seeing how work makes an impact is important

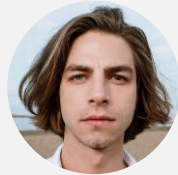
#### What are their needs?

- Understand where I fit in
- Know what is expected in my role
- Start contributing through delivery in my role
- Know what other opportunities would be available over time
- Better understand financial benefits

- Understand where my team fits in
- Understand what is required of my team
- Know how I get up-to-speed as quick as possible to start contributing through the team
- Know ways of work that can be used to balance work and life

- Understand what is required from me as an executive leader
- Understand and navigate organizational networks
- Establish visibility and connect with teams within my business unit
- Start making an impact within the organization

## Persona Map for the Succession Planning Experience



**Quinn**

Newly identified successor



**Kimberly**

Successor ready to move



**Laura**

Non-performing successor

### Who are they?

- High performer with 5 + years experience
- Seeks career advancement and more responsibility
- High performer that has been part of the succession pipeline for a period of time
- High retention risk given their readiness to move
- Performer previously identified as potential but not performing at desired level
- Becoming disengaged as they believe the organization did not deliver on the promise to them

### What are their needs?

- Requires further development to step into opportunity
- Understand how success works and what is expected of them
- Understand steps required to prepare for the identified position
- Have a definite timeline on when progression will occur
- Understand how their new skills can be applied
- Understand what happens to them if they are not able to progress
- Understand whether there is still a future for them in the organization
- Not to become disengaged and demotivated

## Defining WHAT

Determine the experience to be crafted for each persona



### Input Required

Think, Feel, Do statements



### Tools Utilized

Experience Map



### Output

Experience map that defines the desired experience and touchpoints

*Cognitive:*  
What do you want the user to think as they go through this experience?



*Emotive:*  
What do you want the user to feel as they go through this experience?

*Behavioural:*  
What do you want the user to do?

## Defining WHAT

Determine the experience to be crafted for each persona



### Input Required

Think, Feel, Do statements



### Tools Utilized

Experience Map



### Output

Experience map that defines the desired experience and touchpoints



Lakshmi brings three parties together to workshop the persona canvas. The actual consumers that fall within the personas, individuals involved in designing the tools, systems and processes within the experience and other stakeholders that have a vested interest in creating this engaging experience.

# Defining WHAT

## Onboarding Experience



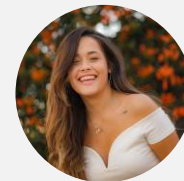
**Alice**  
The individual contributor

|       | Before  | During   | After  |
|-------|---|--|--|
| Think | I am excited about the organization and the opportunity | I understand where I fit and how I align with the broader organization | I know how to perform in my role               |
| Feel  | Look forward to the new challenge                       | I belong to the organization and I matter                              | Equipped to deliver and excited about the work |
| Do    | Send through pre-boarding information                   | Complete all onboarding activities                                     | Engage with colleagues and work content        |

- Understand where I fit in
- Know what is expected in my role
- Start contributing through delivery in my role
- Know what other opportunities would be available over time
- Better understand financial benefits

# Defining WHAT

## Succession Planning



**Kimberly**  
Successor ready to move

- Have a definite timeline on when progression will occur
- Understand how their new skills can be applied

|       | Before   | During   | After   |
|-------|--|--|---|
| Think | This is an organization where I will be able to grow | The expectations are reasonable and the organization supports me | I have been equipped to be successful in the new position |
| Feel  | I look forward to more responsibility                | I feel supported by my leaders to grow                           | I have a bright future in the organization                |
| Do    | Commit to succession activities                      | Engage with managers and others to gain relevant exposure        | Perform in the new role                                   |

# Unpacking HOW

Operationalizing the experience through physical and digital delivery, through human or technology interactions



## Input Required

Process, system and human interactions



## Tools Utilized

Experience Map



## Output

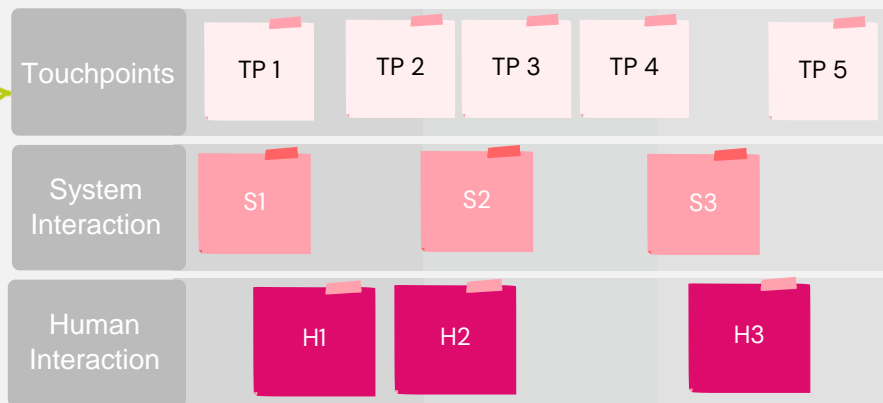
Experience map detailing how the experience will happen

Understanding what matters



|       | Before | During | After |
|-------|--------|--------|-------|
| Think |        |        |       |
| Feel  |        |        |       |
| Do    |        |        |       |

How it will be enabled



# Unpacking HOW

Operationalizing the experience through physical and digital delivery, through human or technology interactions



## Input Required

Process, system and human interactions



## Tools Utilized

Experience Map



## Output

Experience map detailing how the experience will happen



Lakshmi maps out how the experience will happen for each of the personas. She details the steps that the person will go through during the process, the touchpoints and interaction, as well as how this will be facilitated. This highlights where standardized processes will be required and the requirements from technology to enable the experience.

# Unpacking HOW



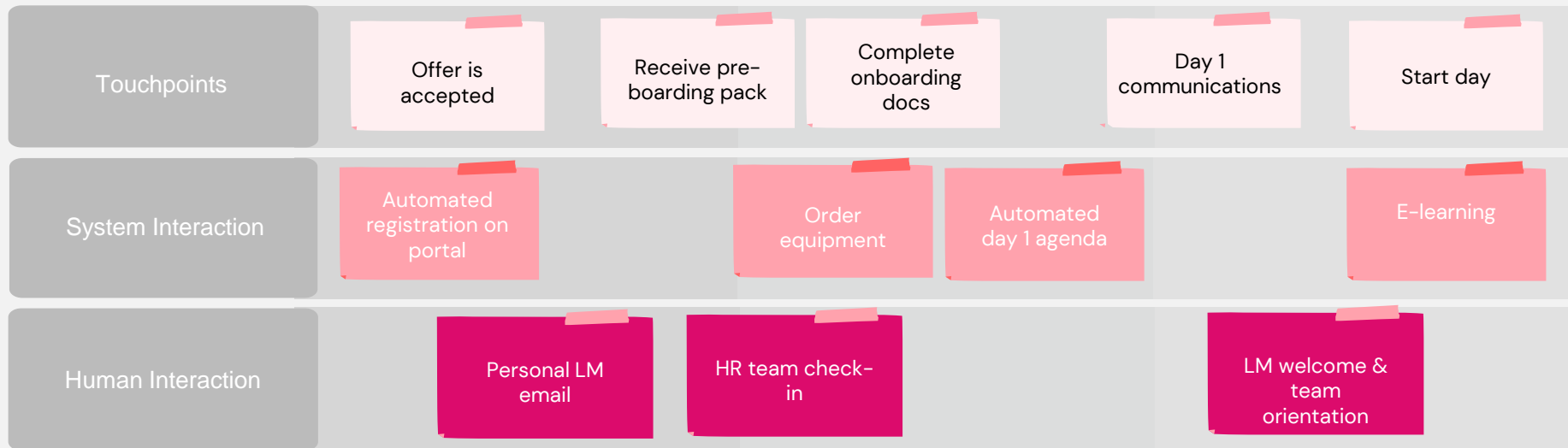
Based on the completed experience map, Lakshmi unpacks each touchpoint and interaction for the onboarding experience for the individual contributor persona

|       | Before  | During   | After  |
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| Do    | Send through pre-boarding information                   | Complete all onboarding activities                                     | Engage with colleagues and work content        |

# Onboarding Experience



**Alice**  
The individual contributor



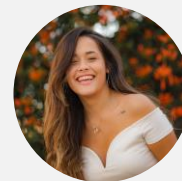
# Unpacking HOW



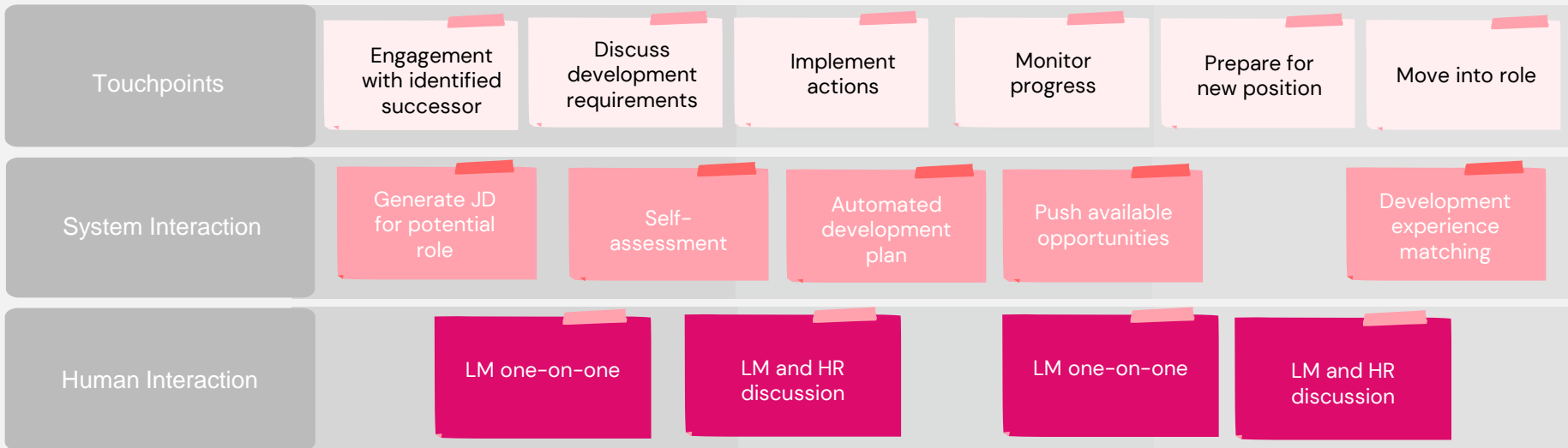
Based on the completed experience map, Lakshmi unpacks each touchpoint and interaction for the succession planning experience for the ready successor persona

|       | Before   | During   | After   |
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| Think | This is an organization where I will be able to grow | The expectations are reasonable and the organization supports me | I have been equipped to be successful in the new position |
| Feel  | I look forward to more responsibility                | I feel supported by my leaders to grow                           | I have a bright future in the organization                |
| Do    | Commit to succession activities                      | Engage with managers and others to gain relevant exposure        | Perform in the new role                                   |

# Succession Planning



**Kimberly**  
Successor ready to move



## IMPLEMENT, REVIEW, REVISE AND REALIGN

Implement a continuous feedback loop to help understand whether the experience is delivering on the expectations.



**Input Required**  
Experience Map



**Tools Utilized**  
Experience Map



**Output**  
Continuous listening architecture and metrics to track



Lakshmi identifies 3 touchpoints where she will implement feedback surveys, as well as some human feedback engagements. She also identifies operational metrics, in this case 12-month turnover and engagement rates, to measure the impact of the experience.

# IMPLEMENT, REVIEW, REVISE AND REALIGN

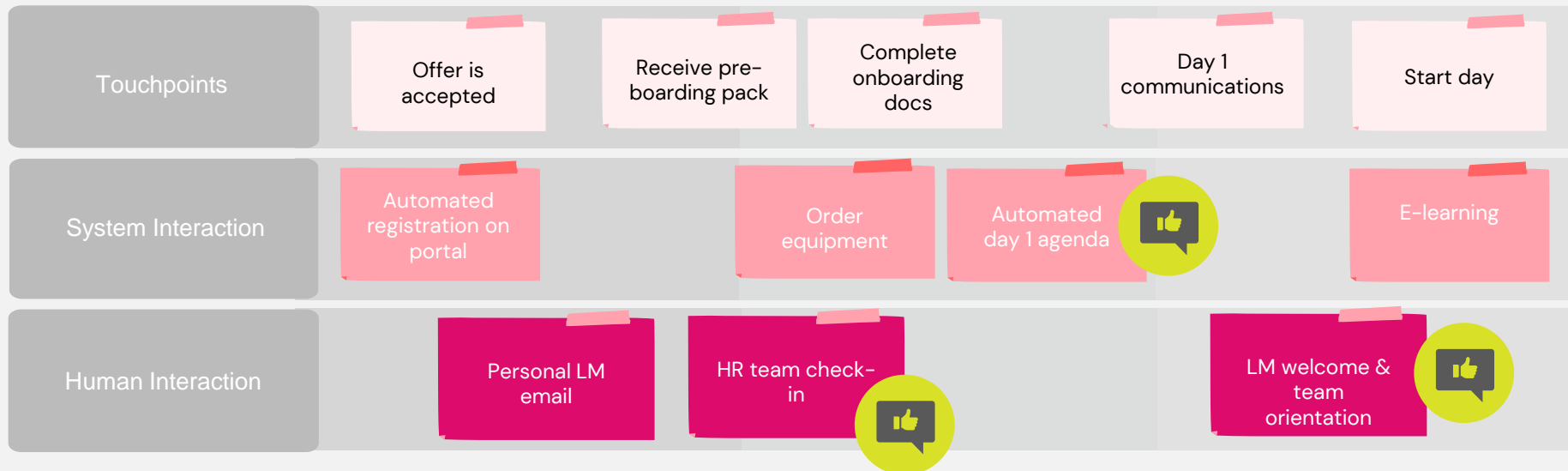
## Onboarding Experience



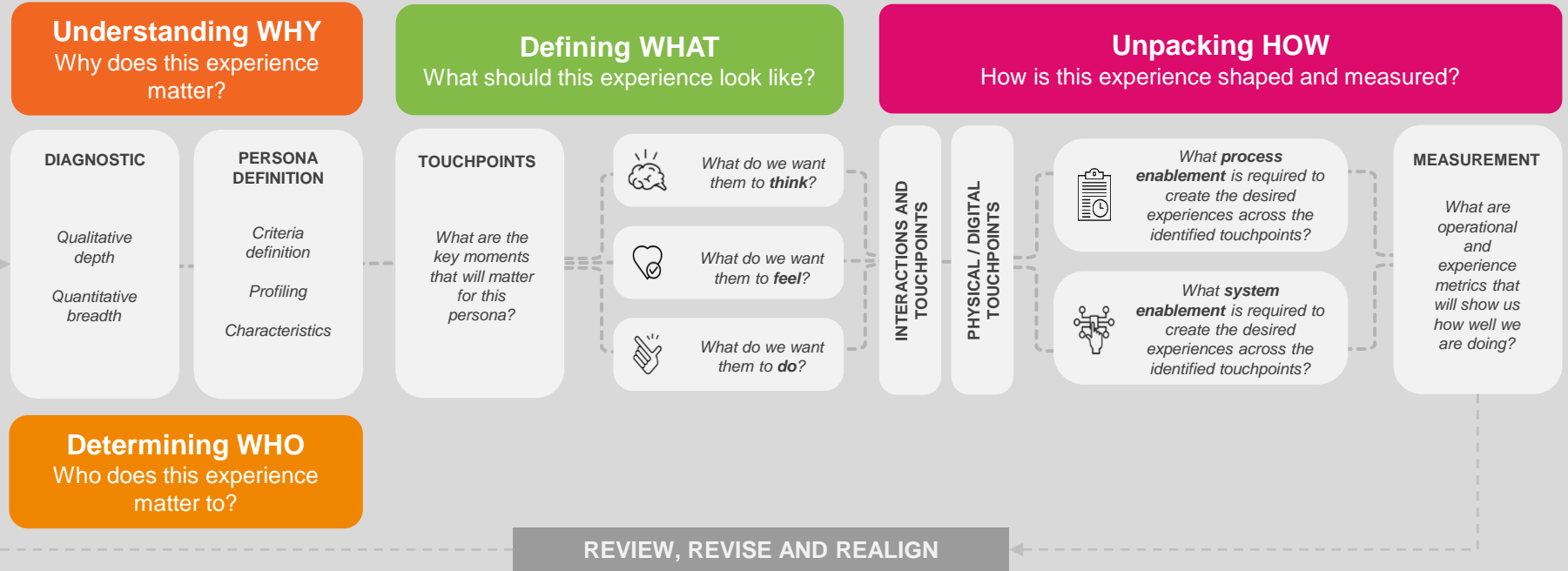
**Alice**  
The individual contributor



Measurement is done through existing data, automated through technology or through human interaction, aligned to the experience map



# Employee Experience (EX) design methodology



# 3

## Taking the first steps

## 5 steps to shift the dial

- Get to know your employees as people not just numbers in a process
- Identify the key moments that matter to both employees and organization
- Prioritize and spend your resources where it matters
- Be prepared to experiment and learn
- Integrate EX into all your people practices



# In summary

# The trends impacting talent practices

- Labor Market Changes
- Skill shortages
- New expectations

Employees are expecting a “consumer”-like experience at work that balances individual preferences with organizational objectives.

## EX Design Methodology



### 5 steps to shift the dial

- Get to know your employees as people not just numbers in a process
- Identify the key moments that matter to both employees and organization
- Prioritize and spend your resources where it matters
- Be prepared to experiment and learn
- Integrate EX into all your people practices

# Thank you!

Follow our blog where we discuss more about HR and the future of work!



# Training

Ray Bonnici  
Chief People Officer – APS Bank plc



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The Future of Work



Raymond Bonnici joined the APS Bank plc as Head of Human Capital in 2016 and was appointed to his present role in June 2020. He started his career working in aviation, including for KLM, Swissair and Sabena.

Following this period, he worked at Premier Capital p.l.c. and was a key element in setting up the group's Human Resources function.

Previous to joining APS Bank plc he worked for Hilton Hotels International, as Director of Human Resources for Malta.

## Retention Remains a Challenge

- 93% of organisations are concerned about employee retention.
- Providing learning opportunities is the #1 way organisations are working to improve retention.

Source: LinkedIn Workplace Learning Report 2023

## Factors considered by employees

Top 5 factors considered by employees when looking at a new job.

1. Compensation and benefits
2. Flexibility to work when and where I want
3. Challenging and impactful work
4. Opportunities for career growth within the company
5. Opportunities to learn and develop new skills



# Learning and Career Development

- 70% 20% 10% Training Model - Coaching
- Alignment to strategic direction
- Creating a culture of Learning
- Upskilling





# Key Challenges in learning and development

# Key Challenges in learning and development

- Huge investment
- Time – allocating time and resources for training
- Attrition – Sharing of knowledge
- Different learning styles
- Learner engagement
- Knowledge Retention



# Measuring Training Effectiveness



## Ensuring value and return on investment

- Return on Investment – calculating the financial impact, comparing costs against the benefits gained eg increased productivity.
- Kirkpatrick's model – Reaction, Learning, Behaviour and Results





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Thank you

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Chief People Officer – APS Bank plc,  
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