

# Resourcing – where all the action is!

**I**n 2007, the role of the Talent Resourcing and Retention professional in many high performance corporate environments is now seen as a key to business success. In this months Instep, we look at why the resourcing role has moved away from the operational trenches of pure recruitment in some companies to driving the key talent and retention strategies in the business and in the process, creating a great HR role.

Everyone knows the market for talent is strong and a challenge for businesses across most industry segments. In response to this dynamic, many companies are asking their resourcing function to step up to the plate and develop services that add more value than provision of a straight, operational in-house recruitment model. This move is creating some great roles and opportunities for resourcing professionals to move into the organisational development space. A good indication of the value that strategic resourcing professionals are offering their companies is the number of roles that are now being offered in the circa \$150 to 180k plus territory - great work if you can get it!

The factors that are driving this move to develop contemporary OD oriented resourcing roles are well understood and include:

- Many companies operate in complex environments that require people with marketable skills
- The economy is strong and competition for talent is fierce with salaries at a premium and unemployment nudging down to 4% levels
- An aging workforce in many industries
- A lack of investment in the past by many Australian companies in early career development opportunities.

An example of the profile that strategic resourcing is now playing is evidenced by one of Australia's leading companies. The business recently undertook an intensive analysis of the needs of the business from HR to meet its challenges moving forward. Using a HR Diagnostic provided through the Corporate Leadership Council, who are globally renowned experts in HR benchmarking, the company determined that six main priorities existed, two of these related specifically to resourcing whilst two others had significant resourcing and retention strategy impacts. The two main priorities identified in the diagnostic included:

- Talent Sourcing & Recruiting - Ensuring talent sourcing strategies identified the best person for the job, whether the person was inside or outside the organisation
- Talent Pool Management - The company needed to focus on constantly upgrading the quality of its talent pool

So what are some of the contemporary resourcing and retention professionals doing to earn excellent six figure packages? Well in a nut shell, they are focused on “enabling” the establishment and maintenance of effective talent sourcing, career management, attraction, selection, deployment and retention activities that enable a business to successfully;

- Build talent pipelines
- Compete for prospective employees
- Assist retain existing employees who are engaged, committed and productive.

To achieve these outcomes, resourcing and retention professionals are undertaking a range of activities that are linked to accountabilities such as:

- Ensuring the companies employment value proposition is aligned to the interests of target employee segments
- Managing the workforce planning information processes
- Identifying sources of talent and the best methods to attract them
- Leading the optimisation of the internal labour market
- Designing and developing the induction & orientation programs to onboard new hires with oversight of the first 100 days
- Coordinating employee engagement surveys
- Implementing programs to improve retention
- Coordinating transition management activities
- Monitoring and reporting on key employment statistics.

Other areas of involvement can include diversity, health and wellbeing, and communications. Resourcing professionals are also playing a key role as a conduit to the market offering information for compensation reviews and trends in benefits as well as competitor information on retention strategies in relation to L&D initiatives.

## Conclusion

There is much in the media at the moment about superannuation. One of the leading companies in the superannuation field recently promoted its service by asking, “Investing in the future: have you caught on?” Talent sourcing and super have a lot in common. An investment in both may not reap immediate results but ignoring the future and not investing in either can have dire consequences.

Resourcing strategists have an exciting role to play and some wonderful career opportunities. Their role is being seen as the key to driving and developing a companies long term talent investments and helping to create great places to work. Certainly, HR candidates with proven track records in understanding business needs and translating these into effective resourcing and retention plans are highly marketable and they are making real inroads for their companies in dealing with talent shortages.

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