

# Talent: Employers' Perspectives

10/29/18

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Education



This research was supported by the Government of Ontario through the Ontario Human Capital Research and Innovation Fund.

# Outline

- Motivation for Project
- 3 Year Project: Universities as Pipelines for Ontario Organizations?
  - Project Team
  - 1<sup>st</sup> Year: What we did, what we learned
  - 2<sup>nd</sup> Year: What we did, what we learned
  - What's Next
- Questions

# Motivation for Project

- Work Term Quality (Students)
  - Examining the influence of selected factors on perceived co-op work term quality
  - Using learning environments to create meaningful work for co-op students
- Supervisors' Perspectives
  - Unpacking co-op from the supervisor perspective
  - The influence of values on supervisors' satisfaction with co-op students
- Organizations more Broadly

# Three Year Project – Funded by OHCRIF

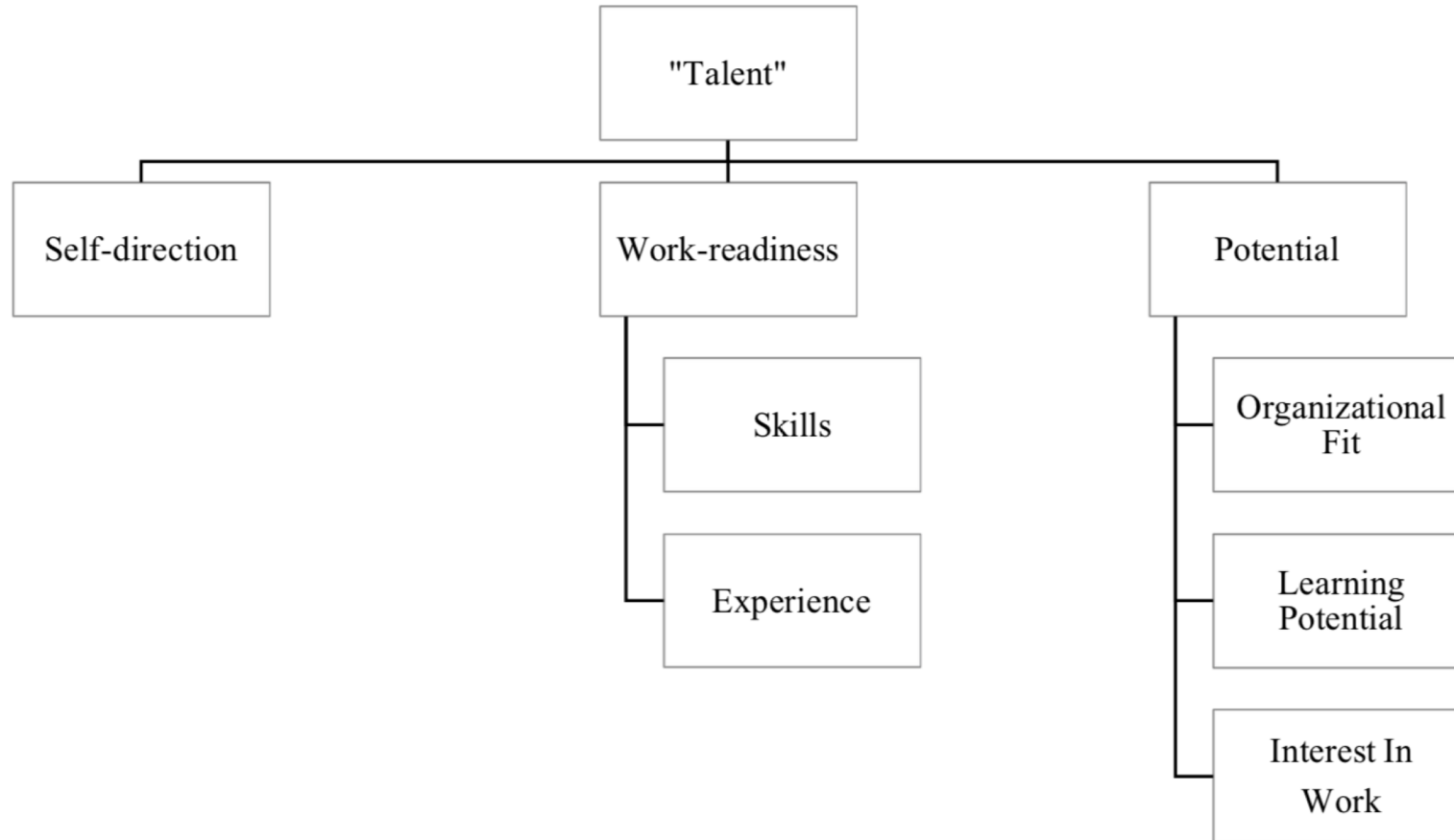
- Project Team
  - Judene Pretti, Dave Drewery, Dana Church, WatCACE
  - Rocco Fondacaro, Co-operative Education
  - Lukasz Golab, Management Sciences
- 1<sup>st</sup> Year Summary of Project – what we did, what we learned
- 2<sup>nd</sup> Year – what we did, what we've learned \*\*\* the focus for today's presentation
- 3<sup>rd</sup> Year – underway

# First Year – A mixed-methods investigation of entry level “talent”

Study 1 – Interviews with 18 HR professionals across a variety of industries and organizational sizes to understand how they define talent and describe their talent management challenges

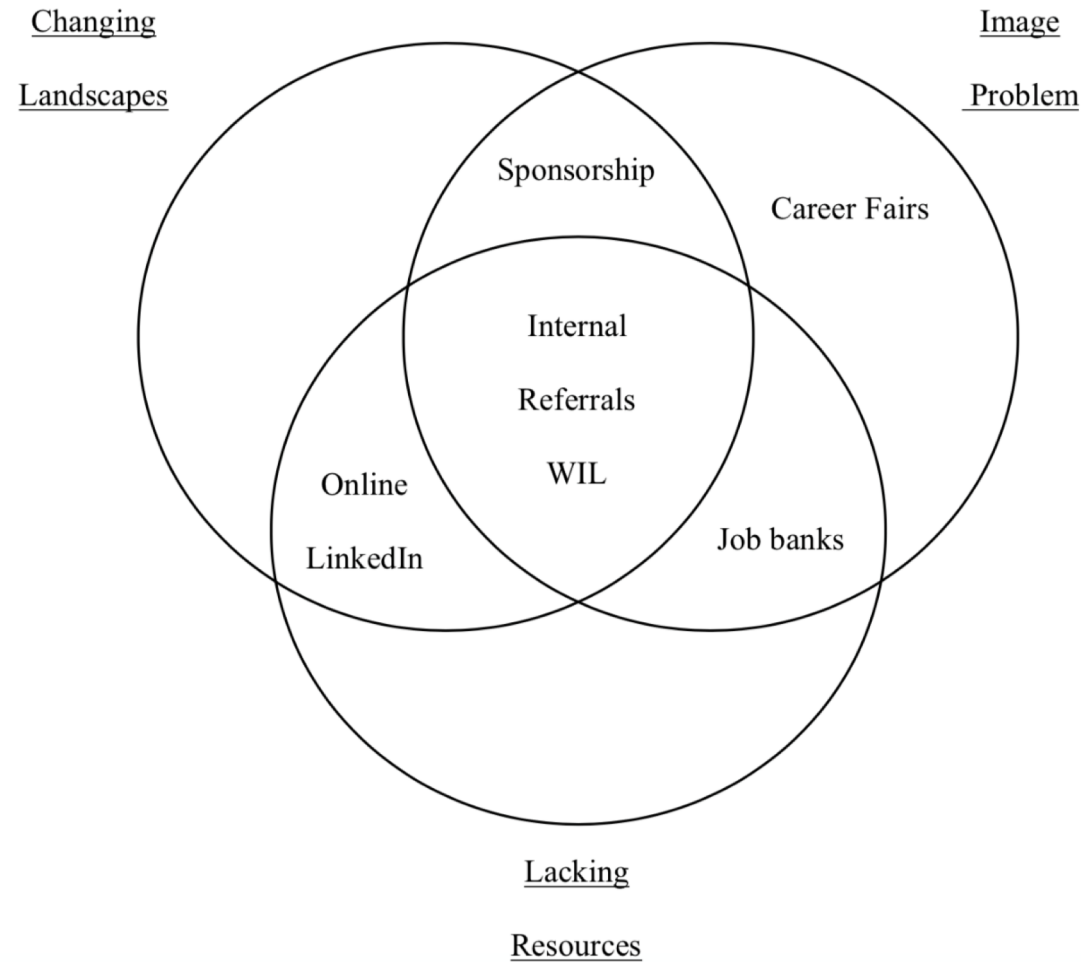
Study 2 – An analysis of key words and phrases listed on co-op job ads in 2004 vs 2014, conducted by Dr. Lukasz Golab and grad students from Management Sciences; more details here: <https://www.engineering.uwaterloo.ca/~lgolab/coop.pdf>

# Year 1 - Study 1: Model of "Talent"



*Figure 1.* A model of talent as derived from data in study 1

# Year 1 – Study 1 – Talent Challenges & Recruitment Patterns



# Following First Year – What We Wanted to Know

- Did the themes that emerged from our interviews with HR professionals generalize to a wider population?
- Identified and developed scales to use in a survey which was completed by a broad set of Waterloo co-op employers

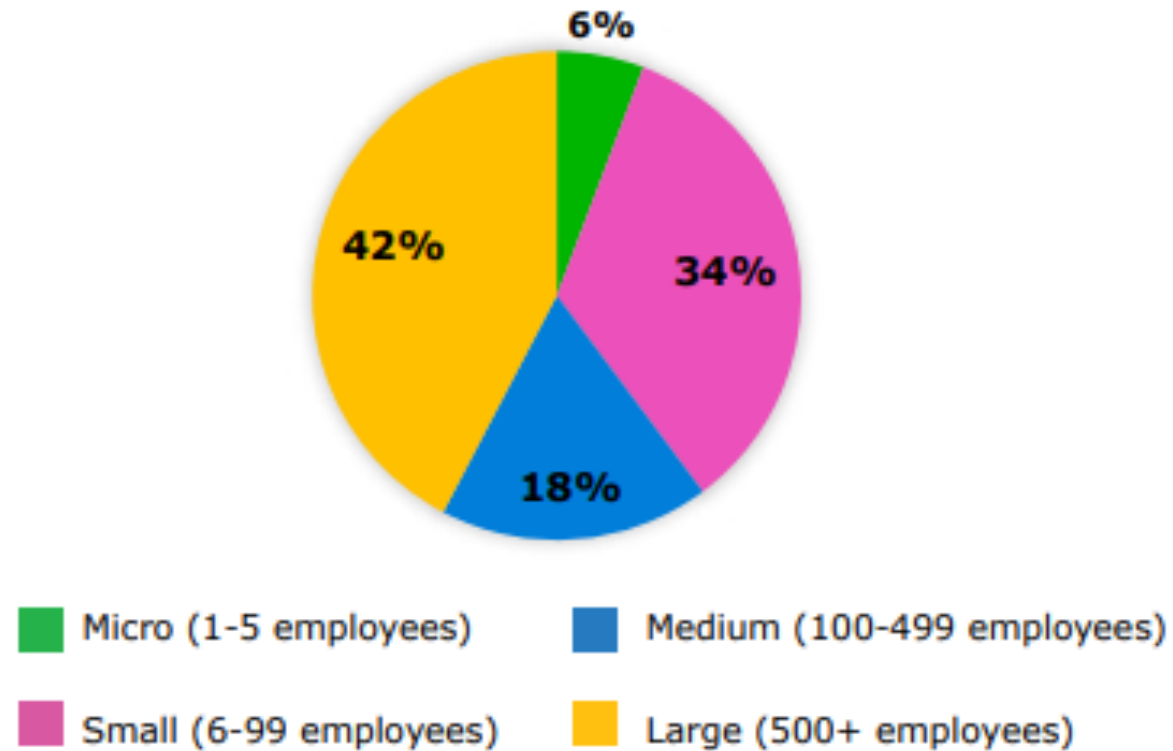


# Second Year – What We Did

- Survey of “Talent Managers” ( $n =$  roughly 416) with four sections:
  1. Key talent challenges
  2. Desirability of each aspect of talent
  3. Screening: importance of information sources to screening application
  4. Screening: important of behaviours demonstrated in the interview

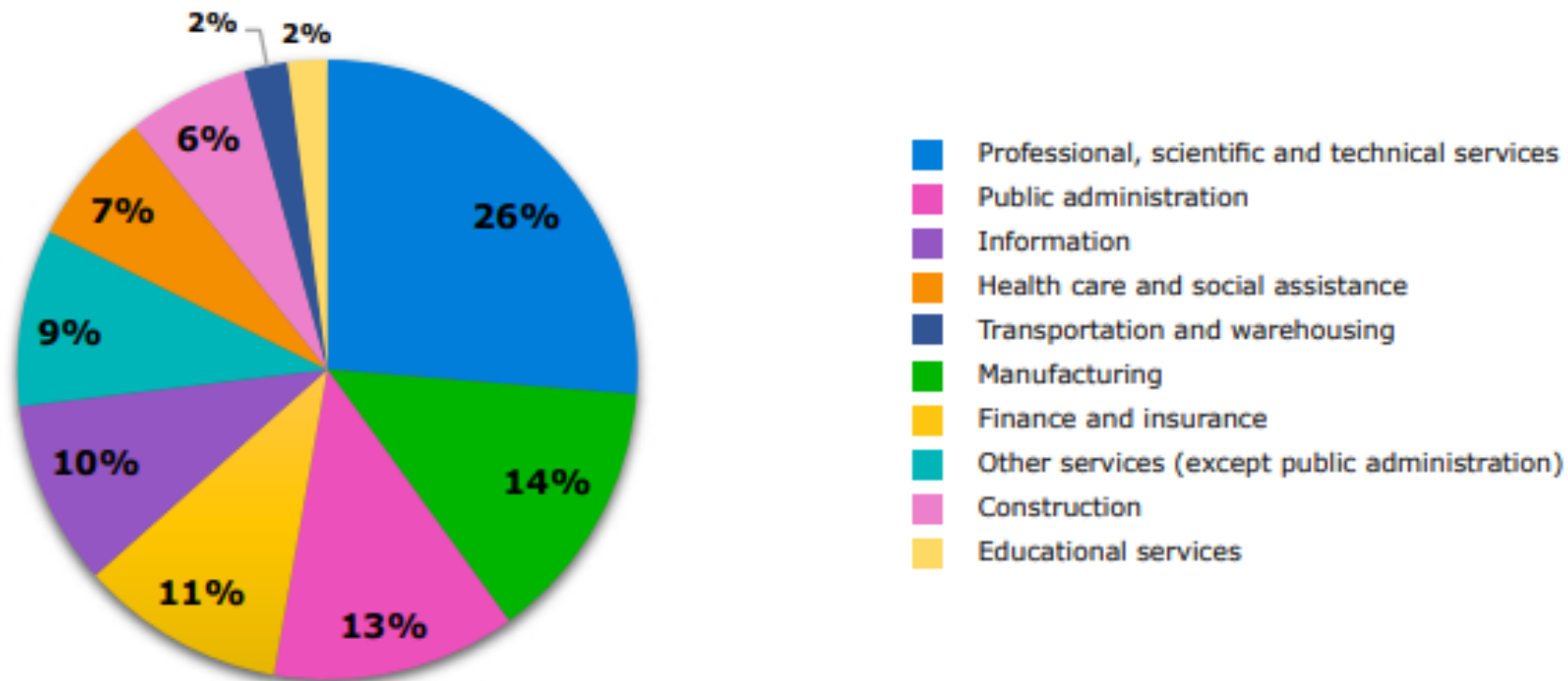
# Who Responded

Figure 1. Organization size of respondents



# Who Responded

Figure 2. Ten largest industries of respondents



# How do they define talent?

Aspect of Talent	Definition	<i>M (SD)</i>	Rank
1. Learning potential	Motivation and capacity to develop, change, learn, and expand upon one's current talents	4.48 (.64)	1
2. Interpersonal skills	Skills associated with interacting with people (e.g., communication skills, emotional intelligence, intercultural sensitivity)	4.34 (.67)	2
3. Self-direction	Motivation and capacity to develop, change, learn, and expand upon one's current talents	4.33 (.68)	3
4. Organizational fit	The degree to which an individual "fits in" with the organization, including its people, values, and practices	4.29 (.70)	4
5. Interest	The degree to which someone is genuinely interested or passionate about the organization and its work	4.28 (.66)	5
6. Technical skills	Skills for a specific task or purpose (e.g., programming skills, writing skills, performing a specific procedure, using specific hardware or software)	3.91 (.91)	6
7. Relevant experience	Previous work experience in an organization in the same sector	3.23 (.89)	7

Note: responses were on a scale from 1 = *not at all important* to 5 = *absolutely essential*

# Challenges

Challenge	<i>M (SD)</i>	Rank
1. Competition with other employers	3.90 (1.15)	1
2. Organizational growth	3.44 (1.21)	2
3. Misunderstanding of opportunities	3.06 (1.07)	3
4. Poor organizational recognition	2.77 (1.22)	t4
5. Talent retention	2.77 (1.16)	t4
6. Lack of resources for recruitment	2.67 (1.25)	6
7. Misunderstanding of youth	2.49 (1.25)	7
8. Loss of talent to retirements	2.25 (1.34)	8

Note: responses were in terms of agreement for each statement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*

# Screening Applications

Source of Information	<i>M (SD)</i>	Rank
1. Applicants' description of work experiences	3.93 (.79)	1
2. Previous academic experience	3.46 (.98)	2
3. Customized cover letter	3.36 (1.22)	3
4. University-verified employment record	3.06 (1.05)	4
5. References	2.97 (1.12)	5
6. Personal interests	2.96 (.97)	6
7. Standardized tests	2.41 (1.23)	7
8. Professional online profiles	2.36 (.97)	8
9. Personal online profiles	1.79 (.89)	9

Note: responses were in terms of relevance to screening applicants on a scale from 1 = *strongly disagree* to 5 = *strongly agree*

# Screening Interviews

Candidates' Behaviour of Interest	<i>M (SD)</i>	Rank
1. Willingness to learn	4.56 (.60)	1
2. Communication skills	4.31 (.61)	2
3. Passion for the work/job	4.29 (.67)	3
4. Resilience	4.21 (.71)	4
5. Fit with values	4.13 (.78)	5
6. KSAs	4.10 (.74)	6
7. Passion for the organization	4.01 (.78)	7
8. Successful past performance	3.61 (.80)	8
9. Standardized testing score	2.50 (1.21)	9

Note: responses were in terms of relevance to screening applicants on a scale from 1 = *strongly disagree* to 5 = *strongly agree*

# Differences Across Industries

Aspect of Talent	Industry		
	Public	Production	Professional
1. Learning potential	4.30 a	4.51 ab	4.55 b
2. Interpersonal skills	4.48 b	4.36 ab	4.26 a
3. Self-direction	--	--	--
4. Organizational fit	--	--	--
5. Interest	--	--	--
6. Technical skills	3.83 ab	3.75 a	4.03 b
7. Relevant experience	--	--	--

Note: n = 416, subscripts denote difference at the  $p < .05$  level where a < b; -- denotes no significant difference



# Differences in Self-Identified “Start-ups”

Challenges	Start-up	Established
1. Competition with other employers	4.16 b	3.86 a
2. Organizational growth	4.31 b	3.28 a
3. Misunderstanding of opportunities	--	--
4. Poor organizational recognition	3.42 b	2.63 a
5. Talent retention	2.26 a	2.90 b
6. Lack of resources for recruitment	3.32 b	2.56 a
7. Misunderstanding of youth	2.03 a	2.56 b
8. Loss of talent to retirements	1.16 a	2.47 b

Note: start-up n = 74, established n = 384; subscripts denote difference at the  $p < .05$  level where  $a < b$ ; -- denotes no significant difference

Aspects of Talent	Start-up	Established
1. Learning potential	--	--
2. Interpersonal skills	4.16 a	4.36 b
3. Self-direction	--	--
4. Organizational fit	--	--
5. Interest	--	--
6. Technical skills	4.22 b	3.88 a
7. Relevant experience	--	--

Note: start-up n = 74, established n = 384; subscripts denote difference at the  $p < .05$  level where  $a < b$ ; -- denotes no significant difference

# Differences in Screening for Co-op vs. Graduates

Factor	Co-op Students	New Graduates
<i>Aspect of Talent</i>		
Learning potential	4.40 a	4.61 b
<i>Screening</i>		
Applications – description of work	3.85 a	4.02 b
Applications – personal profiles	1.89 b	1.69 a
Applications – custom cover letter	3.21 a	3.46 b
Interviews – KSAs	4.18 b	4.02 a
Interviews – Passion for the job	4.24 a	4.39 b

Note: subscripts denote difference at the  $p < .05$  level where  $a < b$ ; -- denotes no significant difference

# Discussion: Implications of this Research

Based on what you've seen/heard, what does this research mean to you, or those that you work with?

# Third Year – What's Next?

- Dr. Lukasz Golab and Management Sciences Grad Students
- What do we know about the talent that is being admitted to Waterloo?
  - Data analytics with Admission Information data
- What can we learn about talent from our alumni as they begin their careers?
  - Scraping and data analytics with LinkedIn data

# Questions?

- For those watching via livestream, please email [watcace@uwaterloo.ca](mailto:watcace@uwaterloo.ca) with your questions.

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