

LEADING PRACTICE
We set the Enterprise Standards!



Business Model – Recruitment Capabilities

LEADing Practice Capability Modelling Reference Content [#LEAD-ES20017ALL]





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The Organizational Capability Areas

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Organizational Capability Areas

- A high-level view and description of the capabilities - from capability areas and groups to the capabilities themselves and their associated elements.
- The business model framework and their capabilities should be simple, logical and practical.

General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
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A closer look at the Organizational Capability Areas

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A closer look at the Organizational Capability Groups

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Strategic Planning  	Organizational Planning	IT Planning 	Operations Support Planning	R&D Planning	Operations Planning	Distribution Planning  	Segmentation Planning
Legal & Regulatory Affairs 	Recruitment	Deployment 	Assets	Product Design 	Component Manufacture	Scheduling	Selling 
Information Analysis 	Administration 	IT Business Management	Quality	Research 	Operations Procurement 	Order Fulfillment	Market Analysis
Project Management 	Benefits	Risk & Compliance	Environment & Health	Production Setup	Product Manufacture 	Transportation	Channels 
Finance	Performance Evaluation 	Information Management	Sourcing & Procurement	Intellectual Property  	Inbound Inventory	Import & Export	Brand Management
Facility Management  	Compensation	Service Delivery	Safety & Security 	Product Deployment	Product Assembly	Distribution 	Customer Account
Accounting	Education	Development 	Equipment & Plant	Content	Refining 	Finished Goods Inventory	Customer Acquisition 
Travel Management	Payroll	Support & Relationship 	Data Management 	Product Maintenance	Packaging	Costing 	Servicing

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- Organizational capability elements that play a specifically designed role within the enterprise business model, value chain and ecosystem.
- These capabilities collaborate and integrate seamlessly with each other using agreed upon capability performance indicators such as Core Competitive, Core Differentiated, Revenue, Cost and Value Opportunity.

 = Core Differentiating Competency
  = Core Competitive Competency
  = Value Opportunity
  = Cost Opportunity
  = Performance Opportunity

A closer look at the Organizational Capability Groups

Organizational Capability Areas
• A high-level view and description of the capabilities - from capability areas and

Accounting	Education	Development 
Travel Management	Payroll	Support & Relationship 

	Project Management	Benefits	Risk & Compliance	Environment & Health	Production Setup	Product Manufacture	Transportation	Channels
		Performance 	Information	Sourcing	Intellectual 			Brand

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The Strategic, Tactical and Operational accountability levels

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Accountability Level

- A simple framework for separating strategic decisions (i.e., strategic), management checks (i.e., tactical) and business operations where there is execution (i.e., operational).

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Finance	Performance Evaluation	Information Management	Sourcing & Procurement	Intellectual Property	Inb
Facility Management	Compensation	Service Delivery	Safety & Security	Product Deployment	Pro
Accounting	Education	Development	Equipment & Plant	Content	
Travel Management	Payroll	Support & Relationship	Data Management	Product Maintenance	

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The Service Capabilities

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Recruitment

Talent management	Manage replacement verification
Application tracking	Manage new hire/re-hire
Recruit/source candidates	Job posting
Screen and select candidates	Recruiting policies

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Service Capabilities

- Service capability elements act in the exact same way as normal capabilities except that they illustrate a higher level of detail within the capability area or group that they belong to.

- ★ = Core Differentiating Competency
- ☑ = Core Competitive Competency
- ★ = Value Opportunity
- ★ = Cost Opportunity
- ★ = Performance Opportunity

A closer look at the Service Capabilities

Recruitment

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Business Processes

• Business processes are a natural part of any capability. They are used to execute the behavior of a capability, thus delivering a service capability, and also allows for measuring the output of an executed capability.

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Recruitment

Talent management

Manage preplacement verification

Application tracking

Manage new hire/re-hire

Recruit/source candidates

Job posting

Screen and select candidates

Recruiting policies

Recruit, source, and select employees

Create and develop employee requisitions

- Align staffing plan to work force plan and business unit strategies/resource needs
- Develop and open job requisition
- Develop job description
- Post requisition
- Manage internal/external job posting Web sites
- Change/Update requisition
- Notify hiring manager
- Manage requisition date

Recruit/Source candidates

- Determine recruitment methods
- Perform recruiting activities/events
- Manage recruitment vendors

Screen and select candidates

- Identify and deploy candidate selection tools
- Interview candidates
- Test candidates
- Select and reject candidates

Manage pre-placement verification

- Complete candidate background information
- Conduct pre-employment screening
- Recommend/not recommend candidate

Manage new hire/re-hire

- Draw up and make offer
- Negotiate offer
- Hire candidate

Track candidates

- Create applicant record
- Manage/track applicant data
- Archive and retain records of non-hires

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The Business Processes and Capabilities

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	Accounting	Education	Development	Equipment & Plant	Logistics	Customer Acquisition
	Travel Management	Payroll	Support & Relationship	Data Management	Manufacturing	Service

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A closer look at the Business Processes and Capabilities

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STRATEGIC

Strategic Planning

Organizational Planning

IT Planning

Operations Support Planning

Legal & Regulatory

Recruitment

Deployment

Assets

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Questions?



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BUSINESS LAYER				APPLICATION LAYER				TECHNOLOGY LAYER						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Thank You

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ALLIANCE**
Researching Best & Leading Practices | Developing Standards

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