

# SKILLFUL<sup>®</sup> Talent Series

ATTRACT THE RIGHT TALENT



## SKILLFUL<sup>®</sup> Talent 101



**COLORADO**  
Department of  
Labor and Employment

# The Skills-Based Job Posting

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## The First Step in Transitioning to Skills-Based Employment Practices

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### New Model: Skills-Based Job Posting

#### ◆ Uses Skills



Uses skills to make sure that candidates can do the job

#### ◆ Distinguishes Qualifications



Clearly distinguishes between required and preferred qualifications

#### ◆ Reduces Bias



Uses thoughtful language to reduce bias and create an inclusive, inviting job posting to all qualified readers

### Old Model: Proxy Job Posting

#### ◆ Uses Proxies



Relies on proxies that assume skill mastery (degrees, work experience)

#### ◆ List of Qualifications



Includes a laundry list of requirements and preferences without specificity on how they apply to the position

#### ◆ Unintentional Bias



Uses language that may contain unintentional biases that discourages qualified applicants from applying

# The Problem with Proxies

## OLD MODEL

- Bachelor's Degree
- 5 Years' Experience

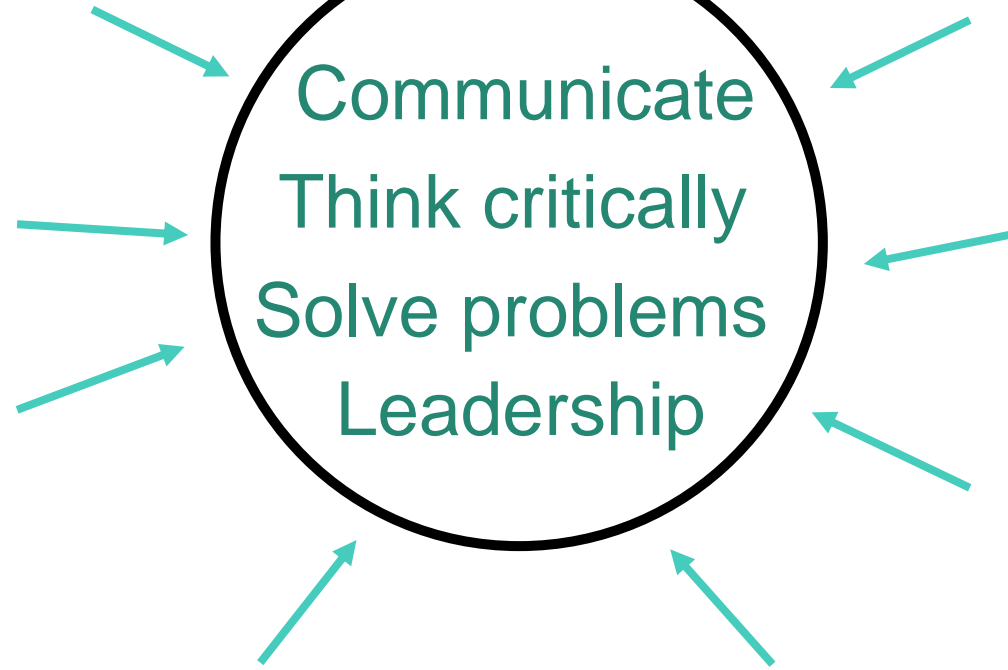
## UPDATED MODEL

- Bachelor's degree or relevant education is a plus
- Demonstrated relevant experience and/or transferable skills

Skills needed  
for the job



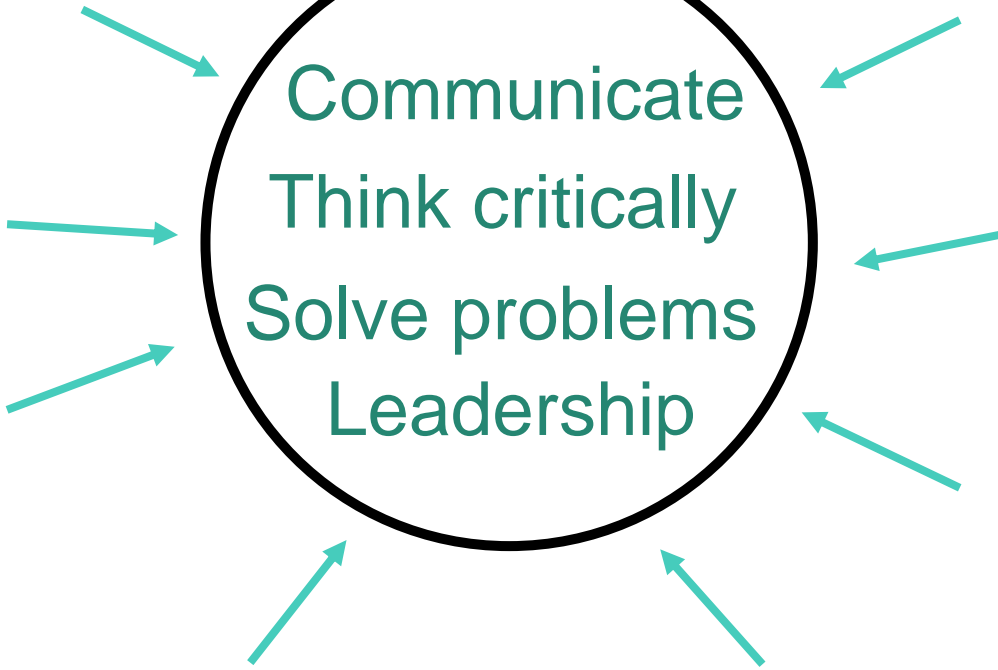
Communicate  
Think critically  
Solve problems  
Leadership



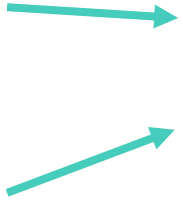
Skills needed  
for the job



Communicate  
Think critically  
Solve problems  
Leadership



College degree



Skills needed  
for the job



Licenses and Certificates



College degree



Training programs  
and boot camps



Associate's Degree



Communicate  
Think critically  
Solve Problems  
Manage

Work experience



Volunteer  
experience



Apprenticeships and  
Internships



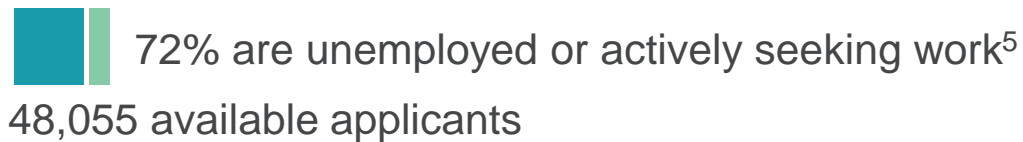
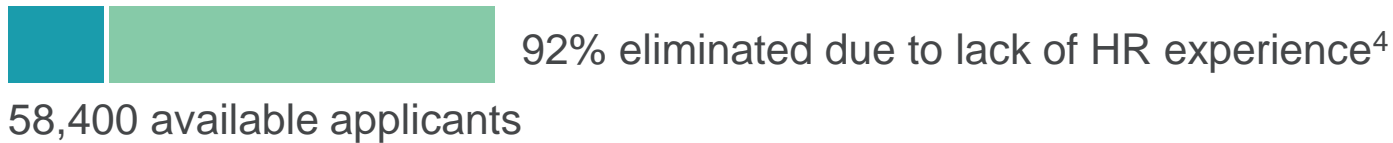
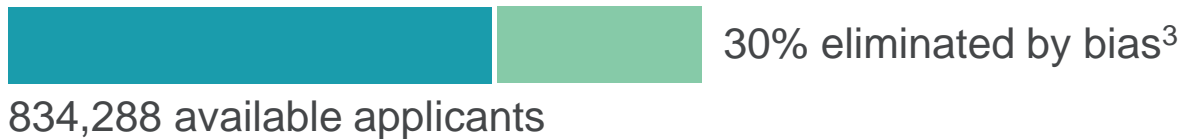
Online and  
self-guided learning



“We’ve got folks out of **education** working with our **customer service team**, because a big part of that job is the educational **process of teaching a customer** how to utilize a product, how it works, walking them through troubleshooting trees.  
**Who is better to do that than a teacher?”**

# Talent Loss in Pedigree Hiring

3,056,000 labor force in Colorado<sup>1</sup>



Estimated only **48,055 potential applicants** or 1.6% of the total Colorado labor force are available using traditional hiring practices when hiring for an HR position.



# The Skills Gap Is Made Worse by Degree Inflation

## Jobs that don't require college-level skills

### GENERAL MANAGERS



### LOGISTICIANS



### PRODUCTION SUPERVISORS



### CLAIMS ADJUSTERS



### NETWORK ADMINS



### OTHER COMPUTER JOBS



■ have a degree  
■ job postings that require a degree

### EXECUTIVE ASSISTANTS



# Occupational vs. Foundational

ACTIVITY



With your group, determine if your competencies on p. 15 are occupational or foundational.

## Occupational

Specific to the occupation or industry



### Examples:

- ✓ Employment law
- ✓ Applicant tracking systems
- ✓ Recruitment Strategies

## Foundational

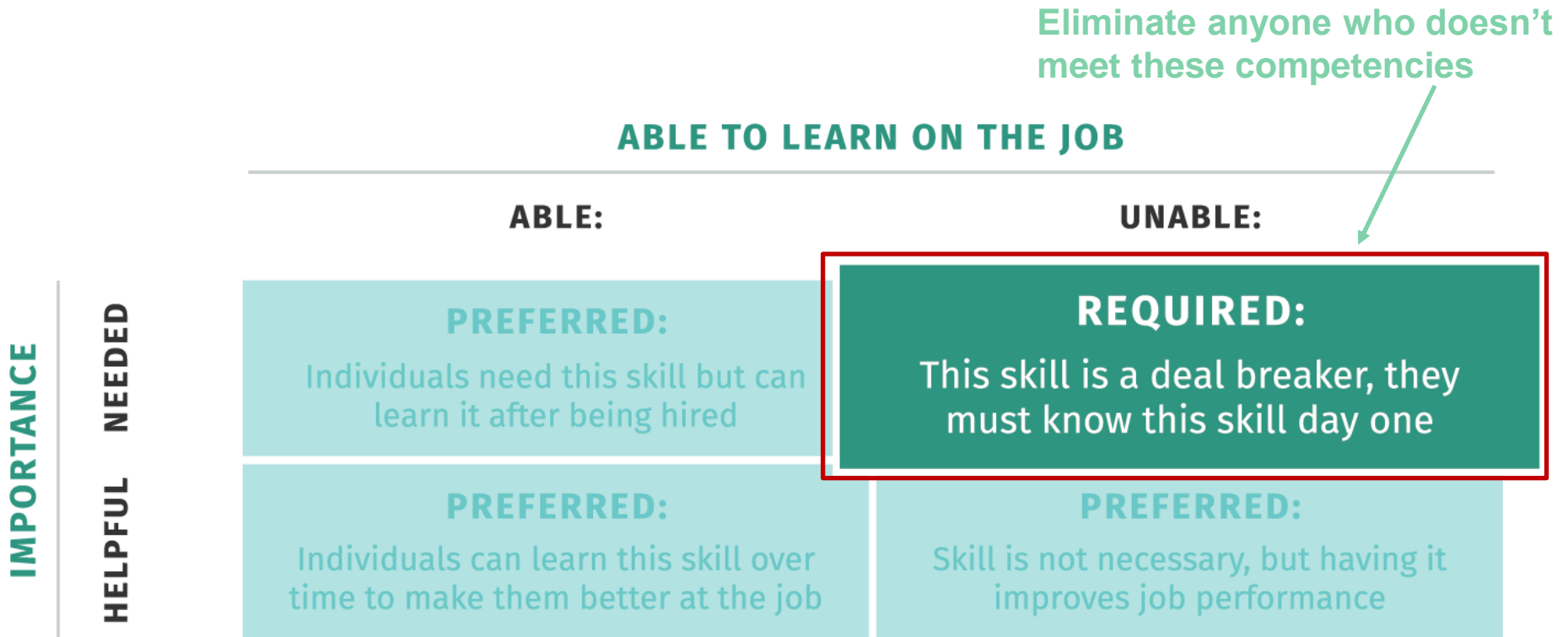
Professional knowledge and skills transferable from one job to other



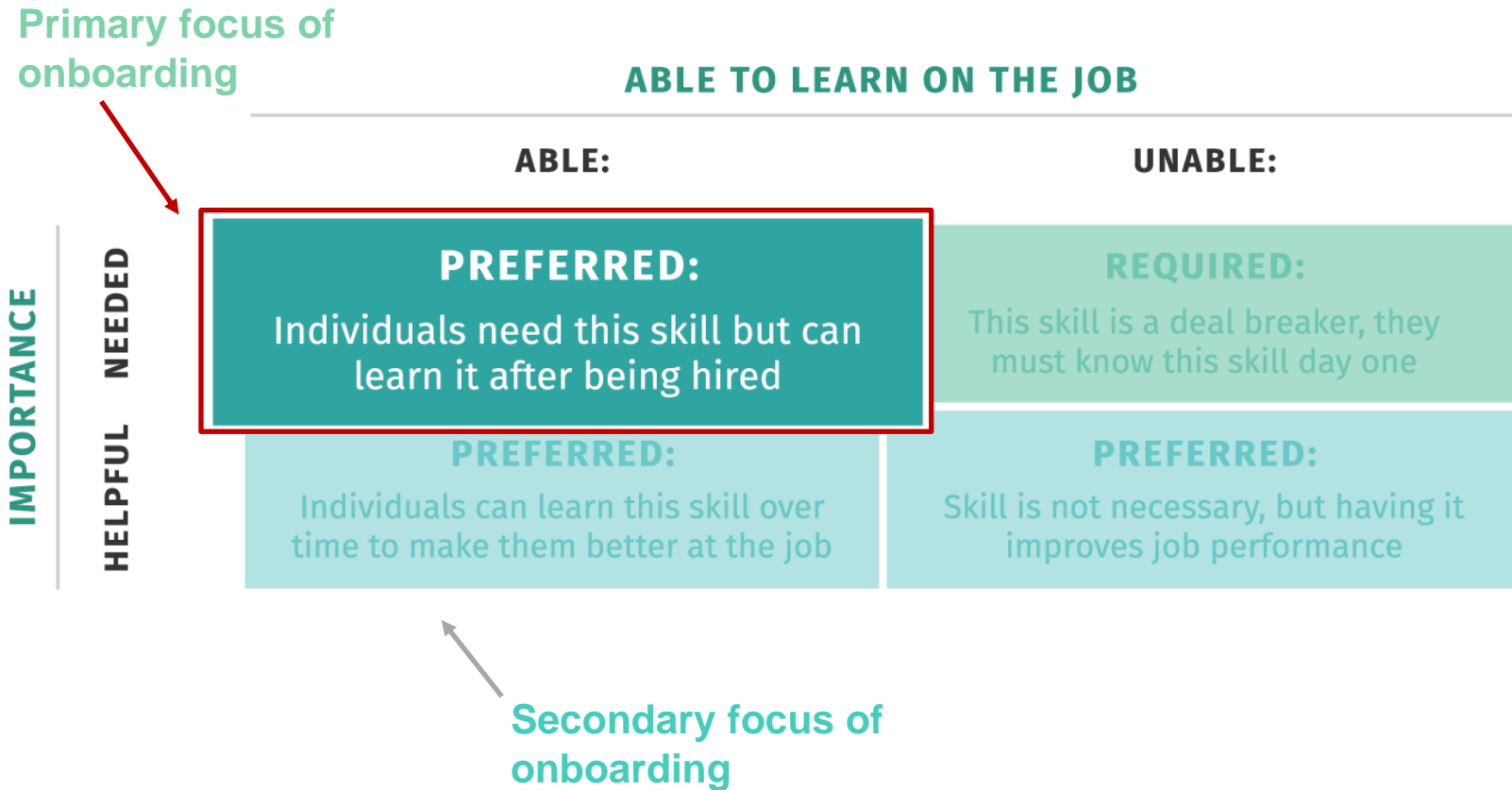
### Examples:

- ✓ Problem solving
- ✓ Critical thinking
- ✓ Collaboration

# Required vs. Preferred Qualifications



# Required vs. Preferred Qualifications



# Framing Interview Questions

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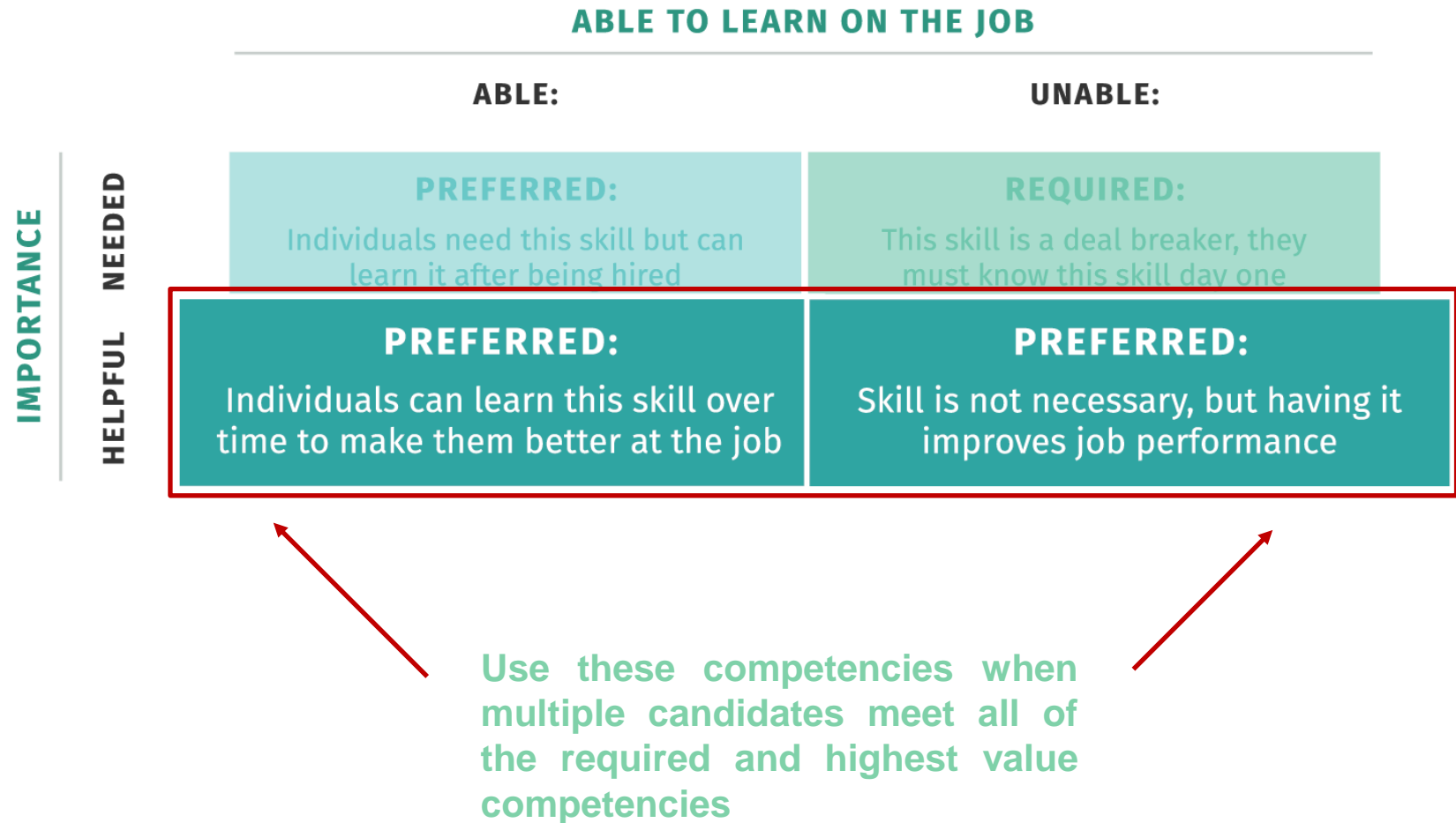
## Common Interview Question:



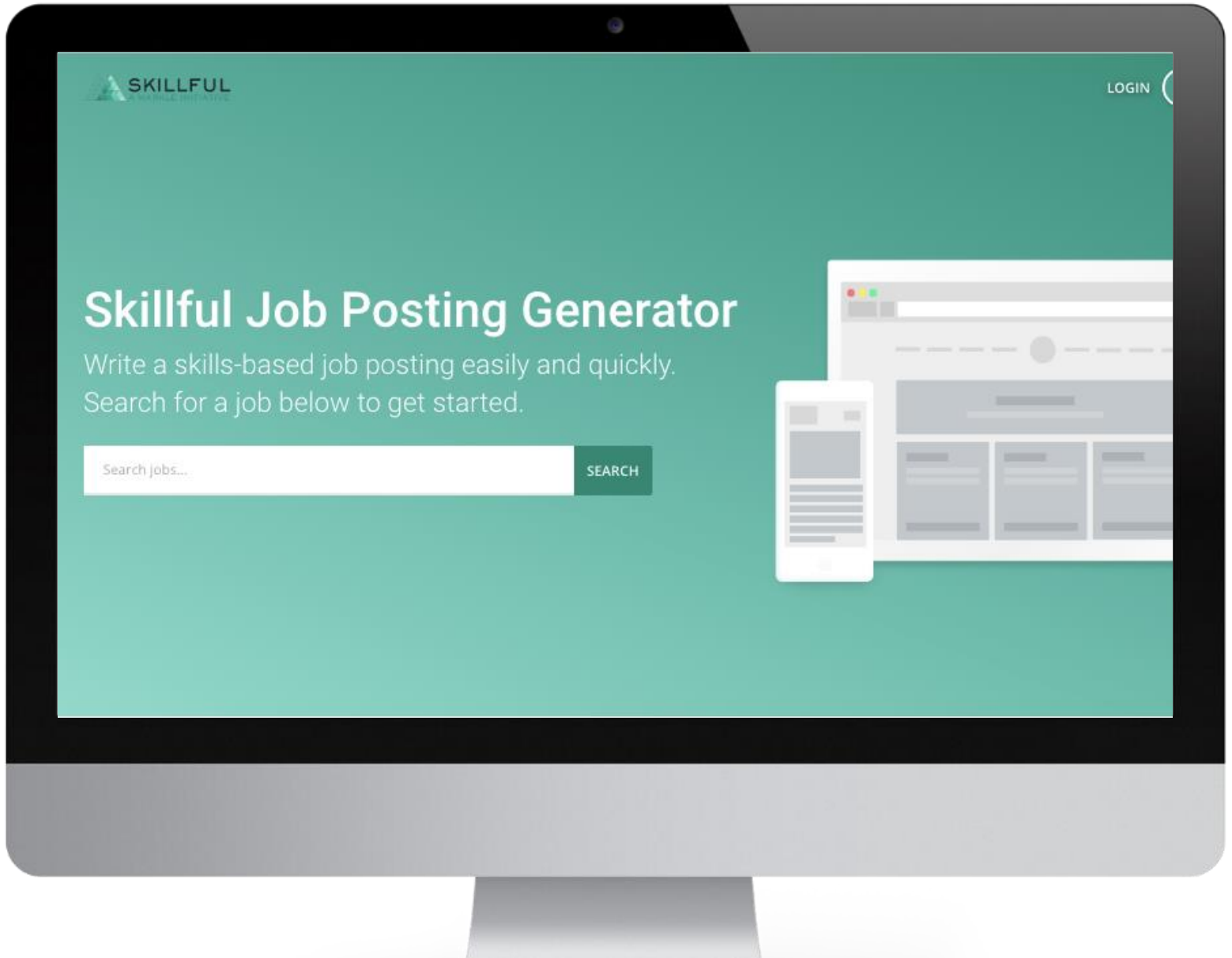
**What is a weakness you'd like to improve?**

**Alternative: No one's perfect. We believe in personal growth for every employee. What is a growth area we can work on together?**

# Required vs. Preferred Qualifications



# The Skillful Job Posting Generator



# Company Overview: Tell Your “Employer of Choice” Story

## Today’s Competitive Employers ...

- **Invest in training for employees of all ages.**
- **Offer flexibility in work schedules and locations, benefits packages.**
- **Ensure that all employee voices are heard.**
- **Embrace life experience differences.**
- **Commit to the elimination of implicit bias**
- **Use skills-based assessments of employee work.**



# How is Skills-Based Sourcing Different?

## Skills-Based Sourcing

### ◆ Uses Skills



Use skills to inform sources of qualified talent

### ◆ Uses Partnerships



Use of partnerships to improve quality of applicants

## Traditional Sourcing

### ◆ Limits Resources



Reliant on job boards and existing network

### ◆ Attracts Many Candidates



Goal to attract large pools of candidates

## ACTIVITY Skills-Based Recruitment

- ✓ Go to <https://www.onetonline.org/> on your smartphone or computer.
- ✓ Look up your job in the Occupational Quick Search on the upper right and choose the closest occupation to your job.

# Recruitment Strategies

## Improving your Applicant Pool

- **The "LinkedIn Effect"**  
Search for talent with transferable skills
- **Use**  
occupation and industry specific  
job board
- **Recruit**  
from local training programs
- **Ensure**  
your staffing/recruiting agencies  
are prioritizing skills

## Colorado Workforce System

- **Internships/apprenticeships**
- **Disability community**
- **50+ community**
- **Connecting Colorado**
- **Employee referrals**
- **Local education programs**

# Drivers of Engagement

## The Past

- My paycheck
- My satisfaction
- My boss
- My annual review
- My weaknesses
- My job

## The Future Present

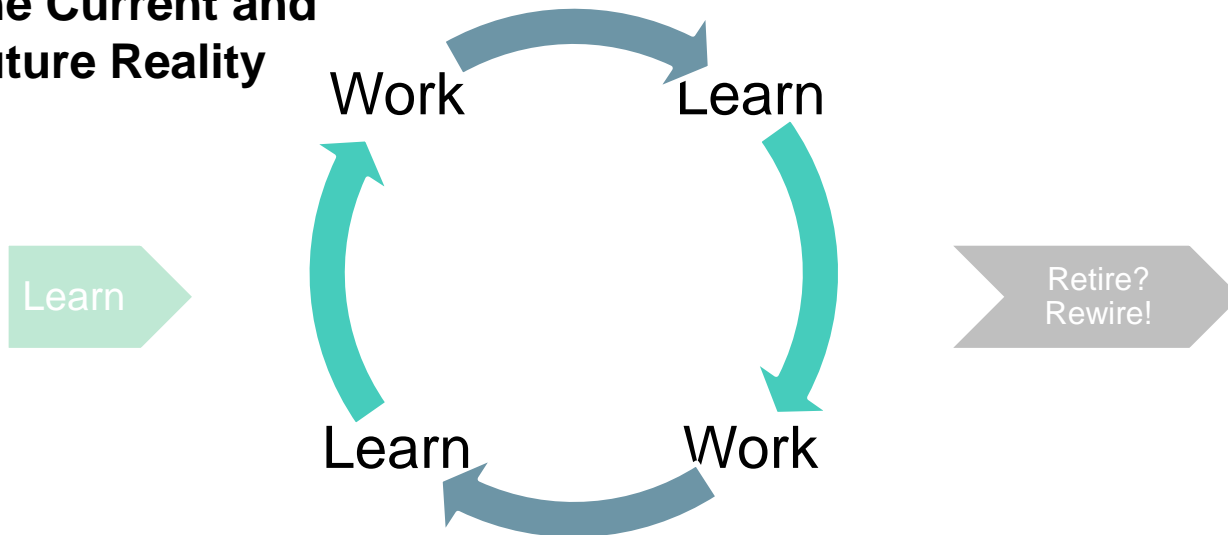
- My purpose
- My development
- My coach
- My ongoing conversations
- My strengths
- My life

# The Future of Work in America

## The Old Model



## The Current and Future Reality



# The Future of Work in America



*“Employers will be the natural providers of training and continuous learning opportunities for many workers.”*

**Concerned CEO:** “What if we invest in developing people and then they leave us?”

**Wise HR Counsel:** “What if we don’t ... and they stay?”

<https://www.mckinsey.com/featured-insights/future-of-work>

# Skills-Based Resources

Visit O\*Net Online at

<https://www.onetonline.org/>



Check out the Skillful Job Posting Generator  
**Generator.skillful.com**

For more resources visit  
**skillful.com/employers**



## **Skillful Talent Series Courses – FREE!**

- **101: Recruitment and Hiring**
- **102: Screening and Interviewing**
- **103: Selection and Onboarding**
- **104: Employee Retention:  
“Building Highly Engaged Teams”**

**Contact Mike Kohler  
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# U.S. Workforce Engagement

31% of employees feel “engaged” in their jobs  
Around half are “disengaged”  
2 out of 10 are “actively disengaged”



- Of the middle group, 56% are looking for new jobs  
Of the “actively disengaged,” 73% are looking for new jobs  
Most disturbing result – what’s your opinion?
- **THE 27% THAT ARE ROWING THE BOAT THE OTHER WAY!**



# Why do employees leave us?

- 1. Appreciation**
2. Purpose
3. Growth/Advancement
4. Supervisor

# Power Tools of Leadership

