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**THE NEW JOB POSITION IN HUMAN RESOURCES
MANAGEMENT: THE TALENT MANAGER**

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Abstract

The study deals with the demand for a new job position known as the “Talent Manager” and best practices in talent management. Organizations need to implement talent management in a competitive market. Intensive development of talent management in the world brings to the fore to need for specialists capable of implementing a talent management system and moving from HRM to Talent Management. The aim of the research is to analyze the vacancies in personnel management in the Russian Federation published on the federal recruitment site Head Hunter (www.hh.ru) and to identify the trend of the development of a new job position based on the best practices. The study was conducted using content analysis. The content selection criterion data was the term "talent" focused on 2 aspects: the job title and job description of the vacancies. Based on the results of the content analysis, the demand for the position of Talent Manager in companies was revealed with the definition of leading. It was found that in some organizations talent management is already the main strategy of Human Resources management, while in others it is only one among other tools for the development of human resources. The development of talent management in the world leads to the emergence of new specialists capable of creating and implementing a talent management system in companies. In turn, this will push for the development of innovative technologies in talent management that can significantly increase business efficiency in all, especially high technology and high-tech industries.

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Keywords: Human Resources Management, Talent Management, Talent Management System, Talent Manager.



1. Introduction

Nowadays it is undeniable that human resources are an important factor for the development of any company in market competition. Modern companies are actively changing their approaches to human resources management, e.g. develop and implement human resources management systems. This innovation – Talent Management, in HR Management has been rapidly developing in the last 2-3 years (Neo HR, 2015).

Talent Management is a system of organizational, economic and socio-economic measures aimed at increasing the level of competences in critical activities for business. These measures are carried out by development and implementation of programs on talent attraction, acquisition, development and retention (Shahbazov, & Upravlenie, 2016).

In many companies Talent Management is not only a new tool for development of human resources but a leading strategy of personnel management successfully substituting traditional HRM. Our viewpoint is that talent management is not only a tool or a function of Human Resources Management but HR Management transformed in Talent Management System (TMS). Such a change of paradigm entails the appearance of new job titles in personnel management

2. Problem Statement

The study deals with the demand for a new job position known as “Talent Manager” and best practices in talent management. Organizations need to implement talent management in a competitive market. Intensive development of talent management in the world brings to the fore the need for specialists capable of implementing a talent management system and moving from HRM to Talent Management.

3. Research Questions

This study aims to identify the trends of the development of a new job position based on best practices of multinationals and local companies.

4. Purpose of the Study

An analysis of the vacancies in personnel management in the Russian Federation is considered vital in order to identify the specific competencies and talents that are being sought in this upcoming field. It will enable prospective employees and job-seekers to identify and enhance the skills that are pertinent to the job scope.

5. Research Methods

The study was conducted using content analysis where vacancies from a professional field “Personnel management, trainings” throughout the territory of the Russian Federation posted on the website hh.ru in January, 2017 were analyzed. Two aspects served as content-criteria for the data selection from all information:

- 1) the term “talent” is included in the title of a vacancy;
- 2) the term “talent” is found in job description of a vacancy.

6. Findings and Discussion

6.1. Content analysis of the job titles containing the term “talent”

The vacancies included in the first group are mainly offered by the companies from the following market segments:

- FMCG (common consumption goods);
- services;
- agriculture;
- banking/insurance;
- retail;
- medicine;
- consulting;
- IT.

The demand for the specialists in “talents” is more often found in FMCG, service and agriculture markets (fig. 01).

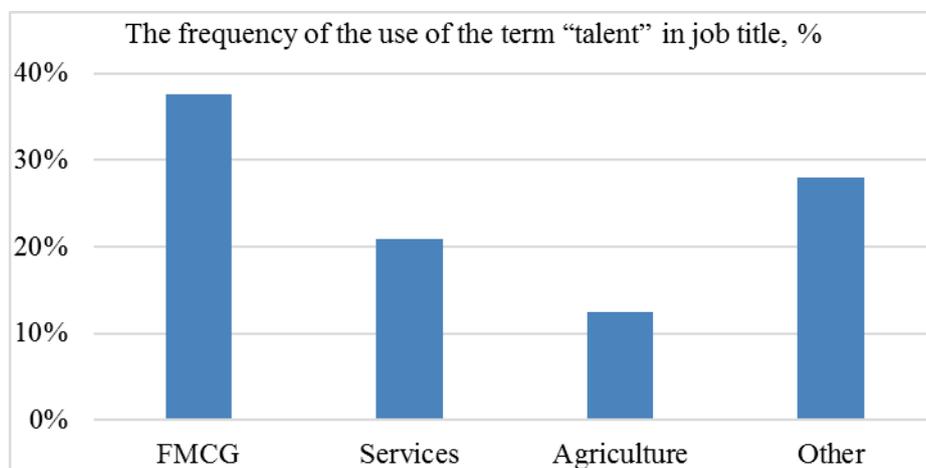


Figure 01. The frequency of the use of the term “talent” in job title

The terminological content analysis of the vacancies connected with talent-management showed that international companies where TSM (Talent Management System) is already being implemented in any degree differentiate job titles, e.g.:

- *Coca-Cola* - Talent Development Specialist, Talent Attraction Specialist;
- *Philip Morris International* - Talent Acquisition Executive;
- *Nestle* - Talent Acquisition Specialist;
- *Coca-Cola*- Talent Development Specialist, Talent Attraction Specialist;
- *DuPont* - Talent Sourcing Specialist;

- *Align Technology Inc.* - Talent Acquisition Lead;
- *SAP* - Talent Acquisition Support Intern HR and others.

Some Russian companies also follow this direction:

- *Russian Post* - Specialist in the department of personnel selection, assessment and management;
- *Bank Home Credit* - Specialist of talent assessment department;
- *Pyaterochka* - Talent Manager;
- *Baltica* - HR Manager in the department of talent attraction and others.

6.2. Content analysis of vacancies with talent management included in job description

In vacancy analysis, the vacancies with job descriptions emphasizing talent management were singled out. However, the job title is formulated traditionally – Human Resources Manager.

Companies offering talent management as a basic function of HR Manager are represented in the following market segments:

- FMCG;
- services;
- agriculture;
- banking/insurance;
- retail;
- medicine;
- consulting;
- IT;
- telecommunications, communications;
- development;
- fitness;
- production company;
- furniture;
- educational establishment;
- advertising;
- automobile business.

The specialists with professional duties in the field of talent management are in high demand in the markets of FMCG, production companies, retail, banking/insurance, development (fig.02).

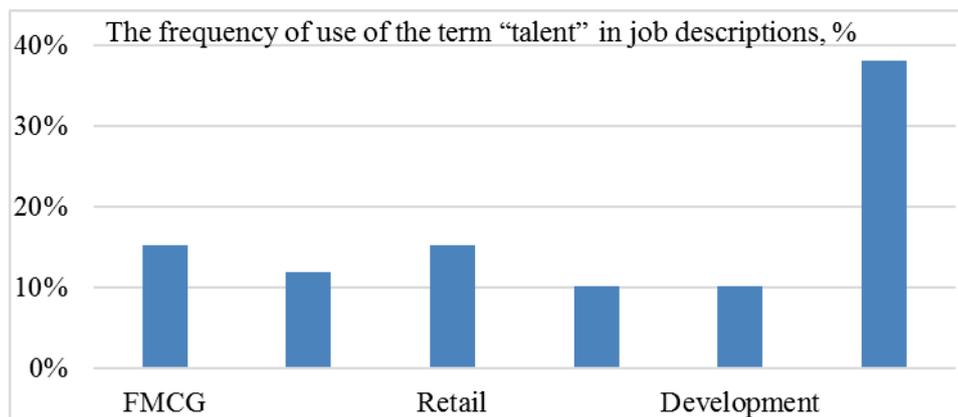


Figure 02. The frequency of use of the term “talent” in job descriptions

It is important to note that some companies consider talent-management as a function of the HR Department. A vivid example of such an approach is *PepsiCo* - a company from the FMCG market. It offered the position of “Support Specialist on HR Processes” with the key responsibility of “HR process support in the framework of job duties (talent management, recruiting, training and development, appraisal, staff involvement and others) (Mars, 2016). It is also very curious that according to another vacancy – Business Partner on Personnel - *PepsiCo* does not single out a group of talented employees as the basis for business development; rather it considers all employees as potential “talents”. The vacancy states that a key function of a business partner is “to train line managers and employees as well as to provide support for talent and leadership development” (HeadHunter, 2017a).

Meanwhile, the situation in *Adidas Group* is different. The position of *HRM Retail* includes “participation in talent management processes and personnel reserve development in the relevant departments” (HeadHunter, 2017c); this proves that the company views talent management as a program of particular employee selection for further promotion.

The banking sector also aims at talent management. The job responsibilities of HR Manager in *Raiffeisenbank* include “general banking program support (employee efficiency management system, talent development system)” (HeadHunter, 2017e). A HR Specialist in *Alfa Bank* is supposed “to take part in talent management campaigns proposed by the Head of the organization” (HeadHunter, 2017d) which shows that talent management is understood as a part of a particular program but not a general HR management concept.

Thus, in some companies talent management is the leading strategy of HRM, whereas in others it is only a tool for human resources development. Moreover, it is clear that some companies not only realize the importance of talent-management, but closely connect business development strategies with solving tasks in the field of talent management orienting top management of an organization to talent management.

For instance, *Baltica*, a brewing company, besides HR Manager in Talent Attraction Department, advertised for a HR Business Partner for Siberia and Far East regions whose job responsibilities include “talent management”:

- “medium term personnel demand planning (1 year);
- recruiting and selection of applicants for vacant positions in sales departments;

- organization of adaptation for new employees;
- organization and implementation of assessment and development centers;
- facilitation of talent identification, rotation and development of the employees with high potential;
- employer's brand development “ (HeadHunter, 2017b)

The above example shows that talent management is being carried out not only by personnel services but also by top managers, strategy planning and general management departments.

Thus, we have established the active development of talent management as an innovative approach to HRM in an organization, its introduction in the activities of modern organizations at a basic level as a system, or at application level as a technology. The transformation of companies' approach to recruiting (selection, hiring), preservation (adaptation, organization and creation of comfortable and safe working conditions), retention (motivation and assessment) and development (training, personnel reserve creation, promotion, enrichment of labor) of personnel serves as a main indicator for this huge transformation.

6.3. “Best practices” in talent management

Modern companies, mainly oriented at introduction of talent-management, develop their own tools permitting the transformation of HR management into TS management, especially in its key features: recruiting, development and motivation.

When looking for talented personnel, non-standard and creative recruitment sources are used, e.g. career exhibitions, case-competitions, scientific conferences and other (Neo HR, 2016; Lysenko, & Kovaleva, 2016). The main idea of such talent recruitment is to provide company with talents at the earliest stage of their career development. Thus, having started from the bottom, they could develop exclusively inside a company, as it happens in *Procter and Gamble* (Direktor po Personalu [HR Director], 2016). Not everyone gets to the company, only the candidate with high potential, who is able to develop and grow professionally, i.e. a talent.

The recruiting process of HiPO (derived from high potential) employees in the company *Mars* involves several steps:

1. application for the chosen position;
2. on-line proficiency testing (mathematical and verbal test);
3. interview with the company's managers;
4. assessment procedure: group and individual tasks during which the candidates are being evaluated by the managers.

Currently many international companies widely use this staff selection algorithm. Among them: international companies *Philip Morris International, Unilever, British American Tobacco, Procter & Gamble, Samsung, Nestle, Bayer*, Russian Federal companies *Gazprom, Rosatom, SberBank, Megaphone, Vimm-Bill-Dann/Pepsico*, Ural regional companies *Uralskaya Gorno-Metallurgicheskaya Companiya, Evrazmetall-Ural, Atomstroykompleks, Turbomotorny zavod, Uralelectrotyazhmash* (Lysenko, & Kovaleva, 2016) and others.

Another key element in talent-management is motivation. The most attractive and preferable ways of non-material motivation are the following (Shahbazov, & Upravlenie, 2016):

- life-job balance;
- challenging tasks;
- fast promotion opportunities;
- unlimited internet access;
- working in a team of the people of the same age;
- close interaction with an immediate manager;
- availability of modern gadgets.

Finally, the development of talented employees – is the most integrated process in talent management, which is differently organized in all companies. For instance, *Coca-Cola* has developed a two-year internship program *Hellenic Management Trainee Program*. Within the frameworks of this program, an employee goes from a trainee-manager to a supervisor. During the internship the employee gets acquainted with the structure of the company, raises his level of knowledge, and acquires necessary skills for his future career (HR BP, 2017). Most international companies in the Russian market organize programs, like the *Unilever* program (*Unilever Future Leaders Programme*), *Mars* program (*Leadership Development Program*), *Danone* program (*Danone Wave*), *British American Tobacco* program (*Global Graduate Programme*), and, finally, programs by renowned companies like *Procter & Gamble*, *Heineken*, *L'Oreal* and many others.

Another option of employee development programs is a system of life-long learning, which understands human resources as basic in competition, and that any investments in it will pay off in the long run. Such a practice is being realized in many international and Russian companies, for example, *Philip Morris International*, *Kelly Services*, *McDonalds*, *Ancor* and others.

Thus, based on the results of the content analysis, the demand for the position of Talent Manager in companies was underscored by the definition of leading. Moreover, in some organizations talent management is already the main strategy of HRM, while in others it is only one among other tools for the development of human resources.

7. Conclusion

Summing up the results of our research, it should be stated that the rapid development of talent management both in the world in general, and in Russia, specifically, actualizes the demand for the specialists to be able to foreground talent management systems in the innovative development of HRM in order to transition from HRM to TSM.

Acknowledgments

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