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Design of Talent Acquisition System Based on Individual Development Plan in Human Resources Management

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Abstract: The shift in the concept of a human resources-based workforce management system for human capital provides a new discourse that employee development programs should be compiled comprehensively through a detailed system from the Manpower Procurement Planning Process, Selection, to the Employee development process and along their career. This study aims to design and describe talent acquisition design based on the principle of individual development. The research design uses a qualitative design that focuses on the field of research & and development that focuses on the talent acquisition applied system development model and is integrated based on the principle of an individual development plan. They start with scope identification, GAP Analysis, Requirement Analysis, System Literature Study, System Integration and design, and end with a group discussion forum. The results of this research resulted in a design to develop a talent acquisition system that is oriented towards individual development. This system is a combination of many approaches that correlate with the stages of talent management, so the procedure for implementing talent acquisition is not only about HR recruitment but also the management and development of HR competencies and careers.
Keywords: Human Resources; Individual Development Plan; Talent Acquisition

INTRODUCTION

Employee development is the second operational function of personnel management. Employee development needs to be carried out in a planned and sustainable manner and friendly to conditional changes that exist in the company's work environment. The main function of human resource development focuses on recruitment, management, and navigation for employees working in an organization or business which is realized through synergy to strengthen mutuality towards common goals. Human resource development is a strategic and holistic approach to managing people, workplace culture, and the environment to effectively contribute to organizational goals and objectives (Saviour et al., 2019).

Employee development programs should be compiled comprehensively through a detailed system from the process of planning labor procurement, and selection, to the process of developing employees and their careers (Jose, 2019). The shift from the human resources system to human capital gives the idea that current employees are no longer resources but assets that will be used continuously to carry out the vision and mission with other company devices (Hong, 2020). An integrated employee management system will make it easier for company devices to prepare, direct, develop, and assess employee performance (Setiani, 2018).

The development in the practical world of human capital today also illustrates a very drastic transition. Many companies have switched from conventional recruitment systems to employee management systems using the principles of the talent acquisition system. Talent Acquisition is a system that is run in a company to find, find, and manage employee talent potential (Johnson et al., 2020). The conventional recruitment system only pays attention to tactical things that react to the needs of the company suddenly, its main function is more to meet the needs of a vacant position (Hamza et al., 2021).

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While the talent acquisition system is considered a large project that is part of the company's strategic things, its function is more proactive and strategic to find, explore, and develop the potential possessed by employees and can then be applied in the form of performance that is in line with the company's mission (Itam & Swetha, 2022).

The use of an integrated system in the world of work can provide sufficient benefits for a company. The growing company cannot be separated from the participation of each part of the company. Each part has its portion in contributing to the company's mission. The contribution of each part can be seen from the quality of handling each work handed over to each individual. The quality of good work performance of an employee will also have a good impact on the development of the company. So to show good quality work, each individual must have adequate competence to support their work (Kriston et al., 2020).

Vetter in (Fuad (2021) mentioned that one stage of HR acceptance and management that correlates with workforce strategic planning includes talent and business strategy, employee needs, and manpower plan. In its implementation, strategic planning of HR planning through at least 4 (four) stages, namely data collection, analysis and forecasting, goal setting, design, and evaluation. Furthermore, Wright & Jackson (2018) also mentioned in one talent rising scheme that described, that the next series of the HR candidate fulfillment process is the recruitment and selection process, which can be called talent rising by considering Internal and External Hiring in the process. This consideration certainly comes against the backdrop of labor-management trends, especially the acceptance of candidates, which will increasingly show greater challenges, it is necessary to have an effective system by prioritizing positive management of the internal workforce and using internal resources to become one of the main and priority solutions for meeting labor needs.

According to Pella and Inayati in Wright & Jackson (2018), the acquisition process is part of the overall talent management which consists of several stages including the needs planning stage, organization match, management and development, employee competency mapping, and competency achievement assessment. The assessment of competency and performance achievement about the concept of individual development uses the concept of an individual development plan which is a talent *management* approach system that is then integrated into an employee development program based on *career path* integration (Rubens et al., 2018).

Career planning and employee development are the parts of human resource management in forecasting new resource needs, training needs deepening certain fields, and worker performance reports will be able to improve the quality of work of each individual because they feel that all activities carried out daily will recorded and supervised by the managerial party (Mujiastuti et al., 2019). However, the problem that arises is that there is no measurement of technical competence so there is a lack of control from the HRD in knowing the working capacity of its workers in certain parts that may have exceeded normal limits or vice versa there are workers who have not utilized their work potential to the fullest.

So, companies need to have special tools based on integrated planning as well as the concept of an Individual Development Plan (IDP). This human strategic-based system will assist companies in managing and planning potential and career development on target. This IDP function will work as a control tool for company devices to facilitate employee development through training, on-the-job training (OJT), on project assignments according to its GAP. Employee development is based on the factor that an employee will need a growing set of knowledge, training, and work mutations to perform well in the succession of positions encountered during his career (Zhang et al., 2022).

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The long-term career preparation of an employee for this set of positions is what is commonly called development. Development has a broad scope and is more focused on the long-term needs of the organization (Labola, 2019).

An Individual Development Plan (IDP) is in the form of a target document that must be completed by an employee for his self-development plan in the scope of work that becomes his career direction. This document is usually made periodically or deliberately given as target material for the basis of the mutation and promotion process. At the beginning of the preparation of this strategic plan will be reviewed and discussed by the leadership of the company apparatus to align individual employee targets with company goals. In addition, *employees* with their supervision also intensely discuss and accelerate various options as well as approaches to achieve these plans into a comprehensive design of activities and programs. Then at the end of the target period, this plan will be reviewed to assess the achievement of the target met, so that treatment recommendations and subsequent strategic decisions will appear. The content of this individual Development Plan (IDP) document varies, some programs focus on improving weaknesses, competencies, increasing potential, and matters related to the next position target both supporting short and long-term goals.

Previous research conducted by Holm & Tyagi (2018) entitled "Effective Talent Acquisition Through E-Recruitment: A Study", in this study described the results of measuring the effectiveness of the use of talent acquisition design in employee recruitment practices online. Based on his explanation, this study only uses talent acquisition designs that are limited to the recruitment process, even though holistic talent acquisition villages should be wider to the stage of development, treatment, and results. In contrast to the research in this article, the design is presented using a comprehensive point of view starting from the process of strategizing, recruitment, selection, analysis, and measurement, to talent results. A similar research was also conducted by Pertiwi (2018) with the title "Analysis and Design Talent Pool Management in PT. HM SAMPOERNA" her research explores the entire process of the talent pool that becomes the system design at PT. HM SAMPOERNA. The results of his research provide a comprehensive explanation of the process of the assessment of talent pool design, but the initial preparation process of the talent pool design is not included so the results of this study in the form of a design overview are difficult to model in other organizations, coupled with the breadth of the framework which is very identical to HM SAMPOERNA only. In contrast to the design that will be presented in this study, the design to be presented will be made holistically and generally, so that the design module can be used in various organs with cultural indicator formats according to the characteristics of each company.

Another study conducted by Mujiastuti et al. (2019) entitled The Use of the AHP Method in Determining Individual Development Plans to Measure the Technical Ability of Workers, in the study produced a format of IDP preparation with indicators obtained from partial analysis of the process in each position and focused on technical capabilities only. In contrast to the study, this study will use job descriptions and job specification standards in each position identity holistically from the point of view of technical and non-technical ability. The output of this research will also be used as an employee performance appraisal module, an employee development needs analysis module, as well as partial tools that can be used for job rotation media (mutations, promotions, and demotions).

As a product of development design, the results of this study will complement the previous research conducted by Pertiwi (2018) In his research holistically describes the design talent pool of HM Sampoerna as well as develops it into a more inclusive talent pool design.

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This research describes the new development product as an individual development plan-based talent pool tool that can be used for many development purposes ranging from talent acquisition (recruitment and selection), placement, appraisal, employee rotation, training, and development to employee termination purposes.

Based on the explanation above, this study intends to design a talent acquisition system design using the principle of individual development in employee development programs, so that HR devices in a company are easier to plan, develop, and control over the progress of potential development as well as employee careers comprehensively.

METHODS

The research design uses a qualitative design that focuses on the field of *research & development.* According to Seels and Richey in Novianto & Munir (2022), development research is systematic, structured research to design, develop, and innovate an approach that must meet the elements of effectiveness, validity, and practicality. In addition, Van Den Akker and Plomp in Pawaka & Choiriyati (2020) also mentioned that the main concept of development research is an effort to develop a product model or prototype and compile methodological suggestions for the function of designing and evaluating a model or prototype.

The design of the talent acquisition system design based on *individual* development in this study was compiled and developed through 2 (two) paradigms, namely the results of the *requirements & GAP analysis* that emerged after preliminary research and design development based on a series of systems in the *talent management* stage of several literature models. The design consists of several stages as follows: (1) Scope Identification, carried out to explore the initial data of systems that are already running in the company's organization, especially those related to recruitment systems and procedures for HR development. This stage is carried out with a model study of company documents related to the context of the research followed by interviews with several position holders and executors, namely the HRD division. (2) GAP Analysis, conducted to find aspects that are considered not optimal from all stages of the HR development procedure that have been implemented. The findings in this stage will be important inputs as material for the preparation of the talent acquisition system design. (3) Requirement Analysis, conducted to analyze and bring up some ideal aspects needed by the organization for HR development programs. These goals are structured through the development of findings in the previous stage. The GAP that occurs will draw several conclusions about the needs of the system and treatment which will be aspects of the concept of a talent acquisition system. (4) System Literature Study, Researchers conduct research from several references as material for the preparation of system design. (5) System Integration and Design, Researchers build and integrate stages of several literature into one new system procedure. Combines several concepts so that it becomes a new talent acquisition system based on the principle of individual development. (6) Forum Group Discussion (FGD), Researchers conduct discussions with the organizational components of the company to convey the findings of a new system that can be used for the development of an HR management system in their company. The goal is that this concept can be used as one of the breakthroughs for improving HR management in the company's internals.

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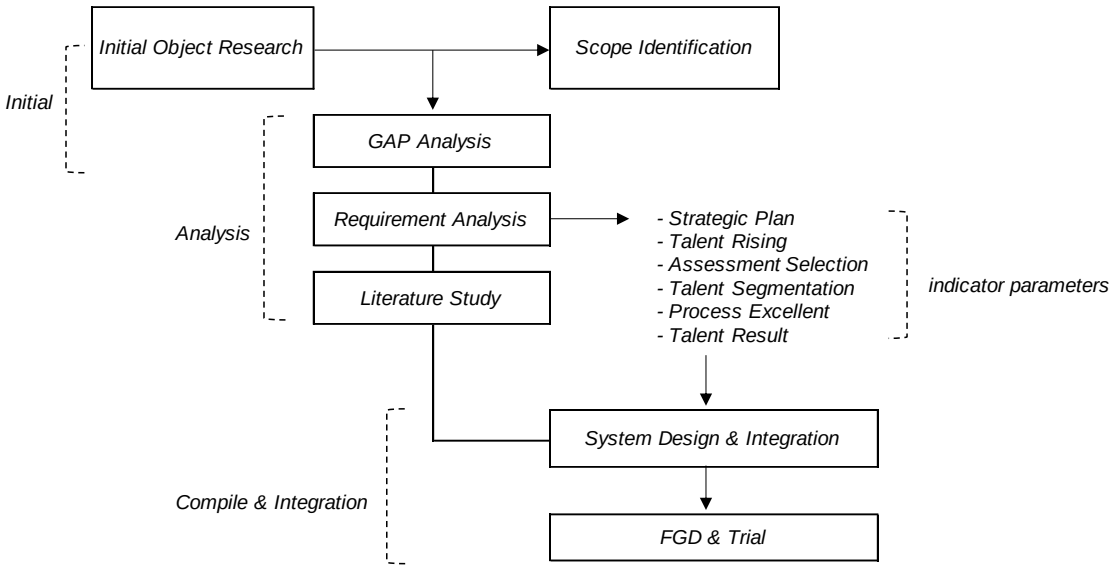

Figure 1. Method Illustration
Source: Author Design (2022)

RESULTS AND DISCUSSION

Based on the results of preliminary identification the context of the implementation of labor management in the object enterprise is created separately. This means that each stage of recruitment, selection, training, appraisal, and termination is considered unrelated. Labor recruitment is carried out only as a stage to fill vacant positions due to employee turnover. The employee's competency and career development model is limited to TNA results that are casuistic. There have been no programs that lead to talent segmentation and talent pool along with results that have implications for employee career development. When referring to the principle of implementing the concepts of human capital management and talent management, the employee management system should be from continuous planning with long-term competencies that are targeted. The target referred to here is adjusted to the details of the business process that enters the human resources line. Departing from these basic problems, it is necessary to make an integrated system design between the process of labor planning, and fulfillment to management that leads to the development of employee competencies and careers.

The system design in this study was compiled using the integration of several theories and approaches to produce a holistic talent acquisition system procedure, oriented towards the effectiveness of HR management starting from designing HR needs and managing, to implementing employee competency and career development implementation programs. The framework described in this design is presented macro so that the completeness of documents and forms cannot be fully presented in this article. The concept of system integration is described in general in the diagram as follows:

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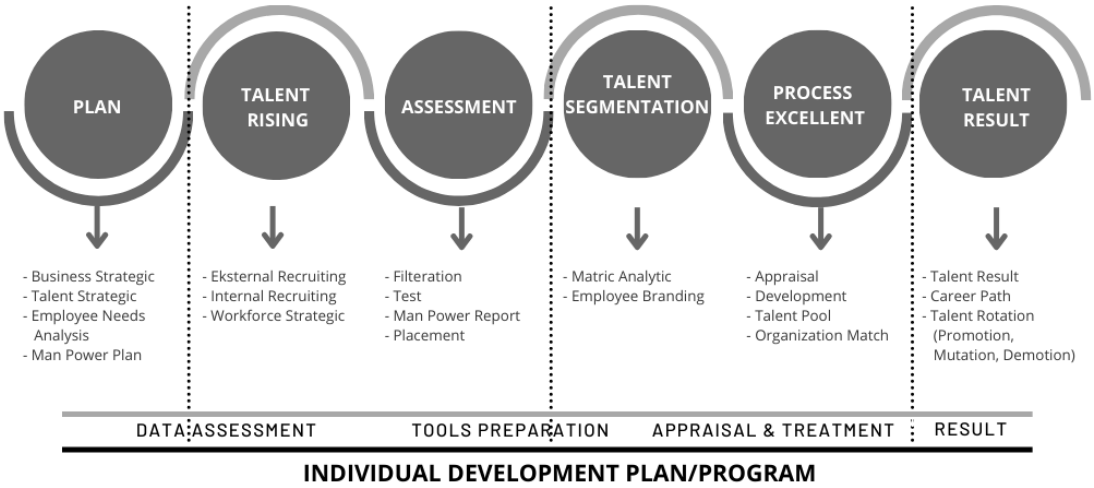

Figure 2. Talent Acquisition Design
Source: Author Design (2022)

Based on Figure 2, the design stages begin with the planning process on the results of the integration of the Vetter scheme Fuad (2021) and Alashmawy & Rashad (2019), this phase is carried out as a function of human resource planning by stimulating employee fulfillment resources based on the company's strategic needs and business targets. This stage begins with the identification of macro business goals to be translated into details of work division tasks in the form of work division performance achievement targets. After translation, details of the achievement targets of each position unit are determined following the function of the position in each work division. Then the details of this target will be used as the basis for determining the target achievement of each individual who controls the position in each of their work units. After the identification stage is carried out, the next is to identify resource needs based on the job specifications of each job function. The data that appears in the details of the job description and job specifications will be the basis for determining the qualifications of the resources to be recruited by considering the technical needs that exist in each work division. The data output from this stage will be used as a basis for determining indicators and weights of the individual development plan system.

The parameters of each of these stages are adjusted independently by the organization of the enterprise. So that the indicators that are targeted at each stage will be more targeted under the needs of the company's organization. In detail are shown in the flow and sample form as follows;

Business Goal	Task Division	Unit Goal	Talent Goal	Net Human Resources Requirement		Man Power Need Assess	
				Job Desc	Job Spec	Qual	Quant
ex. Increase Market value Up	ex. Marketing Division (add	ex. Dividing tasks and targets (3	ex. 8 person have a target	ex. Sales, making events,	ex. Sales exp, Sales edc, top	ex. Male/Female, Marketing	8 person divided into 4 teams
→			→				→

Figure 3. Workforce Strategy Design
Source: Author Design (2022)

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Shown in Figure 3 above, shows that the preparation of a business strategic-based workforce plan based on the main division task begins with the process of stage (1) of translating business goals specifically (for example, an increase in the market value of revenue by 50% from the previous year), then at stage (2) the specific business objectives that have been determined are retranslated by each work division into a task The achievement of the division (for example, in the Marketing Work Division is to take steps to divide the work into 4 sales teams, so that the division requires additional members according to the number of each team. Furthermore, in stage (3) the division's goals are further specialized into several work unit tasks (for example, the marketing division requires 3 additional teams to pursue targets. Next in stage (4) the marketing division divides the work unit tasks into specific series to become the team's target along with a job description that is oriented towards achieving the work division targets that have been determined at the beginning of planning. At stage (5) the work unit determines the job description the terms of the position along with the specifications of HR and the number of personnel needed. All of this detailed data will be given to the HRD work division to fulfill the workforce as needed by the marketing work division, and the results of this MPP process will then become new work goals for the HRD division.

This process is carried out by each division if new targets and plans appear that correlate with the company's goals in general. This form will help direct each division of work to perform tasks and work quickly and precisely while facilitating collaboration of working relationships with other work divisions within a company. Employee recruitment is also directed to strategic matters and not only for the benefit of fulfilling vacant positions but also by considering strategic missions that are made periodically.

The next stage is talent rising is a follow-up to the strategic mapping carried out at the previous stage of workforce planning. The talent rising process better known as the process of fulfilling the workforce, must go through 2 (two) considerations, namely the accuracy of qualifications and sources of recruitment This is done so that the human resources obtained are following what is needed by the company organization. In simple terms, the process is carried out referring to one of the talent rising schemes Wright & Jackson (2018) which in practice is carried out through 3 general stages and combined with several indicators in the existing scheme in Cengage Learning Halisa (2020) as follows;

Figure 4. Talent Rising Stage
Source: Halisa (2020)

As shown in Figure 4, talent rising begins with the process of analyzing candidate needs better known as the workforce strategy stage. At this stage, a worker analysis process is to predict the skills of candidates needed by the company for the short and long term, in addition, a process of identifying existing substantial skills is also carried out to provide consideration of whether the qualifications to be sought have relevance to

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the job description and job specifications which has been compiled as a guide to determine the characteristics of candidates to be recruited in the division of work that requires HR.

The next stage is to prioritize the hiring process of being sourced to internal resources. Technically, each work division leader evaluates the position and human resources to make recommendations on whether from the internal organization, there are candidates available that match the existing qualifications. If there is, a process of mutation, promotion, and demotion of positions can be carried out. This procedure can be done with the help of an appraisal tool in the form of an individual development plan which contains the target competencies for new position holders to be able to arrive at the stage of permanent position determination commonly referred to as job probation. Externally Hiring is carried out by collaborating with institutions through job training centers, job exchanges, educational institutions, career institutions, or through the process of interns. External recruitment is carried out with more selective modules, carried out with multi-faceted measurements both in terms of hard competency, soft competency, educational background, or other matters related to job specifications and requirements.

The Assessment stage is the stage of extracting the profile of the candidates who will be hired by the company. The results of this assessment process will produce 2 (two) data sources. The first data is to determine the suitability and graduation of candidates to occupy a required position, and the second data is used as a manifestation of qualification data for prospective candidates which will later be used as a source of employee data for the benefit of employee management and development. At this stage in sequence the review of several proprietary schemes Wright & Jackson (2018), Aziz et al. (2019), Kurnia & Santoso (2018) is described as follows;

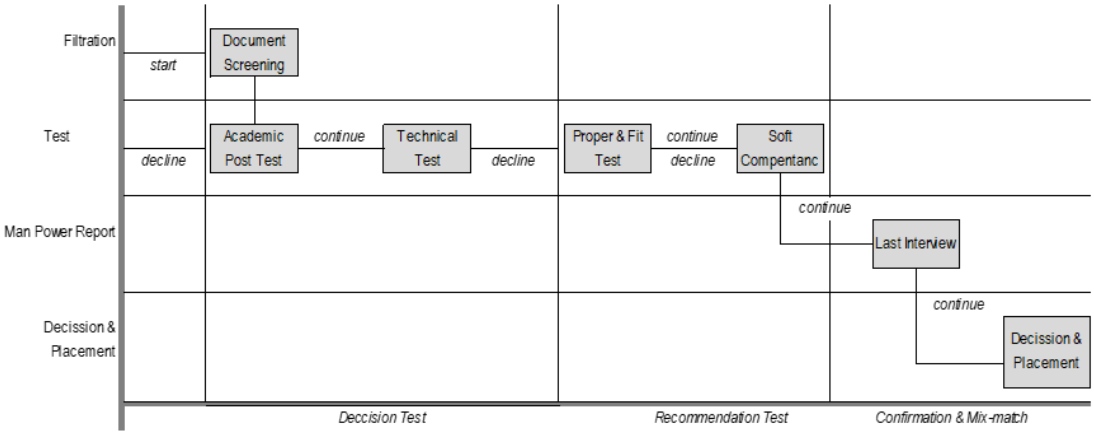

Figure 5. Assessment Phase Design
Source: Author Design (2022)

Figure 5 illustrates in sequence the procedure for implementing a strategic-based assessment. Each data at each stage will be a source of manifesting employee data that will be used as a source of employee management and development.

Filtration, this stage is the initial stage of the process to determine the suitability of candidate specifications with the qualifications of the position that is the requirement of the position. The company can determine the normative standard (percentage limit) of candidates said to be candidates who meet the criteria. For example, at this stage, the company determines that at the initial screening, at least the candidate must reach 90%

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suitability, then after screening if the value is less than 90%, the candidate is immediately declared not to be running t and if it exceeds the specified parameters, it continues.

Test, in this test stage, is divided into 2 (two) aspects of the test, namely the decision and recommendation test stages. A decision test is a test carried out to find out the technical ability of candidates and whether they are following the qualifications of the position or not and this series of tests has a final result value of only 2 (two) choices, namely passing or not. As for the Recommendation test, it is a test carried out to find out alternative aspects of candidates that support the candidate's technical abilities, generally, this test has 3 (three) elective results, namely not passing, development suggestions, and passing. This stage includes several tests including the following; (a) Academic Post Test (decision test), This test measures aspects of intelligence related to knowledge in their field of expertise. Generally, it takes the form of intelligence tests or tests created specifically to measure a candidate's general intelligence capabilities, including tests that reveal the candidate's general knowledge. (b) Technical Test (decision test), a special T ice made by the company about the work-related grids applied for by the candidate. For example, for the position of accounting staff, questions are usually given related to tax calculations, journal making, profit, and loss, or in the form of case studies related to their work. (c) Proper & Fit Test (Recommendation Test), Measures semi-technical aspects of the candidate, Its function is to determine whether his physiological, psychological, and personal maturity abilities are in accordance or not with the position of the position applied for. The results of this test decision are divided into 3 categories, namely; did not pass, recommended for development, and escaped. It says it does not pass if the GAP of ability with qualifications of value is far from being achieved, It is said to be recommended for development if the value results show that the candidate has the potential to go there but needs improvement, and is considered to pass if the measurement value is reached. (d) Soft Competence Test (Recommendation Test), Measuring psychological aspects in the form of character and personality, potential and psychological habits that exist in an individual, this test is generally used as control material as well as information for the HR field to carry out the treatment in the form of training, counseling, and coaching. In certain cases, this test procedure is also used as a consideration for the HR division to recommend to users whether the character and personality of an individual are following the type of work in the position he will occupy.

Man Power Report, At this stage candidates will participate in a series of interviews and discussions with users and HR division leaders, The function is more to explore supervision, internalize the vision and mission, and the process of matching views related to the conditions of work and the organization that will be part of the candidate later. At this stage, the preparation of a manpower report is also carried out which contains all the things about the results of the assessment that has been carried out in the previous stages. All of these documents will be used as material to determine decisions as well as a manifestation of user data and the HR division that contains all things about candidates.

Decision and placement, Is the final stage of the candidate recruitment process, which is to provide a decision on the consideration of all data that has been obtained Including if the candidate is considered to have passed certain records, then the reporting of this record is also given to the user and candidate. To know each other to facilitate handling, completion, and development during the training process to work normally.

The segmentation stage is one of the most important stages in the talent acquisition procedure and is also part of the talent management sub-process (Whysall, et al., 2018). At this stage, mapping the potential of human resources is carried out based

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on the results of the assessment and performance appraisal carried out, in new employees using the basis of assessment results during the candidate selection process with consideration of measurements obtained from performance over a certain period. Meanwhile, existing employees use the results of performance achievements during certain periodicals taken from the results of performance appraisals at certain periodicals by using weighing sources from zero data obtained from the initial assessment results. Generally, employees are categorized based on potential and performance achievements as exemplified in Figure 6.

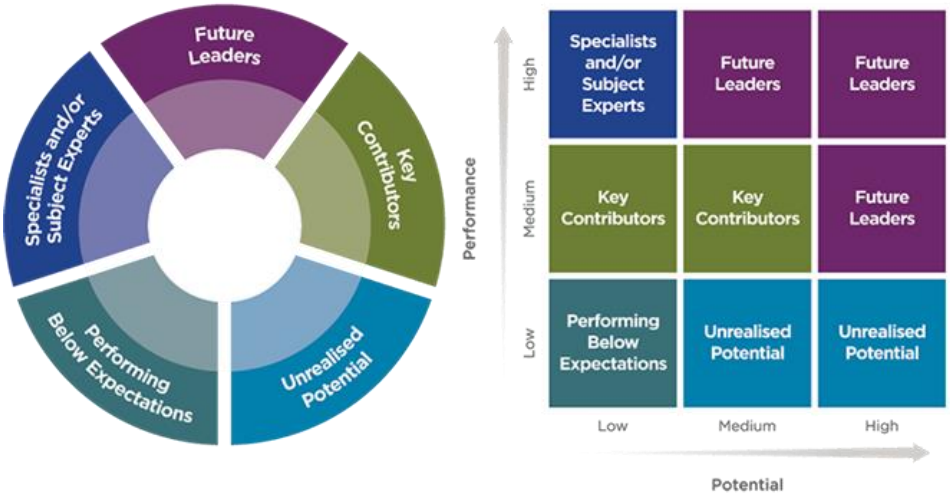

Figure 6. Talent Segmentation Scheme
Source: Author Design (2022)

This talent segmentation will help many company organizations prioritize and target the development of human resources and the right approach to their career management. This approach will provide an opportunity for enterprise organizations to map potential assessments into multiple segment groups. So that the company organization will be able to determine what method will be used to provide the most appropriate treatment for employee career progression.

Employee Branding is a part of the process of internalizing the brand image that the company wants into each employee or in other words the process of internalizing the company's culture, values, vision, and mission to employees to become a habit and personal identity of the company. Employee branding is the process when employees internalize the brand image desired by the company and are motivated to project the image to customers and constituents of the organization (Itam & Swetha, 2022). Employee branding forms employees into brand ambassadors of the company, whose purpose is to influence the public and stakeholders, including customers so that in the end a conclusion and image emerges that employees are a representation of the company's brand (Semnani & Fard, 2018). This stage is generally carried out with periodic training and doctrinal planting procedures in some companies using the following model (Itam & Swetha, 2022): (1) Providing material on values, vision, mission, and company culture during the induction training process of new employees before the employee placement process. (2) Habituation by putting on yel-yel and pronouncing every process of the initial briefing of work and briefing of the end of work or at every moment of the meeting of members of the company's organization, (3) The organizational company also bends the identity and attributes of this company in uniform

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or promotional media, its function in addition to being a medium for planting doctrines periodically on employees also provides the effect of branding attention company products to the general public, (4) Placing attributes along the company's area to provide a peripheral effect to all employees to better animate corporate identities.

The next stage is the talent pool stage, at this stage the leadership which is generally carried out by the HR division creates a database containing the identity, expertise, position, potential, and suitability of the HR character with the company culture.

Leaders can filter as well as categorize which employees have high qualifications and special skills compared to other employees. Thus, this database will help companies during the internal recruitment process, promotion of positions, or when there are important assignments in the form of work projects.

Appraisal stage, there is stage is carried out documentation of the combination of existing job indicators with future jobs. The main indicators contain several descriptions related to the job of the position being worked on and other indicators contain a description of the target that is adjusted to the potential and direction of the position (career). There are 4 main parts in this IDP-based appraisal content, namely assessment indicators based on existing jobs, potentially based on measurement and assessment results, competency gaps, and development programs to be planned. This individual development model appraisal tool is not only used as a performance measurement tool but also as a target document and personal treatment database for each employee so that GAP and each employee's targets can be achieved optimally.

INDIVIDUAL DEVELOPMENT PLAN

Employee Name		Position	

Note :

Checkpoint 1 : Review Bulan 1

Num	Indicators	Weight (%)	Potency	Existing *(Employee)*	Existing *(Supervisi)*	GAP		NOTE
						#	%	
1								
2								
3								
	Total Weight	0%						

No	Development by Supervisi	Implementation Date	Note

Figure 7. Individual Development Plan (IDP) Appraisal Form
Source: Author Design (2022)

The development stage is an advanced stage of the appraisal and IDP functions that have been carried out at the next stage. Development can be carried out in the form of training, counseling, coaching, project assignments, or assignments based on the main indicators of findings from the competency and performance assessment carried out (Yuliyati, 2020).

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The organization matches stage, the conduct of job strategic management, and human resources outcomes by comparing knowledge, skills, abilities, and other characteristics with organizational characteristics. This data is taken from the manifestations made at the previous stage of the talent pool. According to Kovács & Horwitz (2021), this step can generally be done through several stages as follows; (a) Determine indicators of organization match or human resources outcomes based on The characteristics of the company's organization, (b) Create and determine competency levels or standards at each level, (c) Categorize employees into several clusters based on matching levels based on categorization norms determined by the heads of the company's organizations.

Talent Result, The last stage of this design module is the result. Talent Result is the final stage of the Talent Acquisition process before adjustments related to employee careers are made. At this stage, each employee in his assessment period will be given decisions related to their work, including how their career is going, the next position, the projects he will be responsible for, as well as other strategic recommendations related to the development of the organization and company. At this stage, each employee who enters the manifestation of the talent pool network will get their career map based on the company's organizational structure and do not rule out the possibility of developments that occur in the company. So that each of them will know clearly which direction their future career is in the company. With this data, it will be easier for the company to control and develop employees starting from what devices must be prepared, treatment, training, projects, and other developments. In addition, employees will also know better which direction they should proceed and what achievements must be achieved within the company.

This talent rotation is a complementary step that has implications for implementing an individual development-based development pattern. From the company side, the stages that have been carried out previously will be used as material to determine the ideal position that can be occupied by an employee by carrying out the mutation process (job title and location), demotion, and promotion of the position. Mutations are carried out across linear positions or if the company diversifies or differentiates its business. Demotion is given to employees whose performance achievements have not experienced positive growth, and promotions are carried out as a consequence of achieving performance indicators that are the target of employee achievement in each position of their position.

CONCLUSION

Based on the objectives of this study, the design of the integration of individual development-based talent acquisition systems illustrates the concept of effectiveness in the process of receiving and managing human resources on an ongoing basis. This design concept stimulates the employee recruitment process not only by focusing on the recruitment and selection process but also by having long-term projections that orient the development of the company's HR competencies and careers. Starting from planning, data collection actions, manifestations, measurements, treatment, and development and ending with strategic decisions related to HR, this concept is considered to be very fulfilling the basic concept of human resources management. This design concept is based on a general strategy that is operationalized into simple indicators that will be used as targets for each HR in developing competencies and performance that have implications for career achievement and company targets.

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