



Analyzing recruitment trends on LinkedIn to provide human resource solutions for businesses

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30/08/2024

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INTRODUCTION



- The analysis focuses on three major banking and finance companies: Bank of America, Deloitte, and Vietcombank. All three companies are part of the Big Four group within their respective regions.
- The results are based on data from more than 5,000 employees across these companies, whose LinkedIn profiles were publicly available.
- The analysis aims to identify IT staff shortages at Vietcombank compared to other companies and provide strategic solutions for Vietcombank in terms of talent acquisition and building a robust IT workforce.
 - Refer to articles from Gartner, Seek, etc., to explore potential solutions.
 - Analyze recent LinkedIn job postings by searching for the keyword ‘Finance.’”

DATASETS

- Data Source: All data extracted from LinkedIn.
 - Company Staff Datasets: Utilize Staffspy, a GitHub library, to gather data on each company.
 - Job Postings Datasets: Employ Selenium to interact with job postings by searching the keyword “Finance” in the US and Vietnam, and the keyword “Vietcombank.” Data scraping involves extracting relevant HTML tags.
- Data Structure:

Company Staffs Datasets

- name
- headline (staff's short description)
- estimated_age
- current_position
- current_company
- top_skill_1,2,3
- experiences

Job Postings Datasets

- title
- company
- description
- employment_type
- job_function

DATASETS(CLEANED)

Company Staffs Datasets

```
In [6]: concatenated_df.info()
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RangeIndex: 5232 entries, 0 to 5231
Data columns (total 9 columns):
 #   Column           Non-Null Count  Dtype  
--- 
 0   name              5232 non-null    object  
 1   headline          5225 non-null    object  
 2   estimated_age     3411 non-null    float64 
 3   current_position  5232 non-null    object  
 4   current_company   4120 non-null    object  
 5   top_skill_1        3728 non-null    object  
 6   top_skill_2        3676 non-null    object  
 7   top_skill_3        3626 non-null    object  
 8   experiences       4120 non-null    object  
dtypes: float64(1), object(8)
memory usage: 368.0+ KB
```

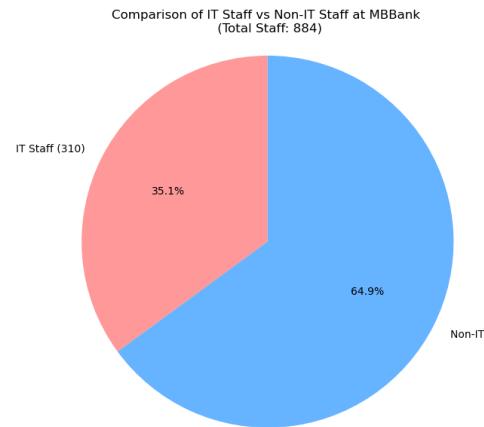
Job Postings Datasets

```
In [5]: concatenated_jobs_df.info()
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Data columns (total 6 columns):
 #   Column           Non-Null Count  Dtype  
--- 
 0   Unnamed: 0        882 non-null    int64  
 1   title             882 non-null    object  
 2   company           882 non-null    object  
 3   description        882 non-null    object  
 4   employment_type   591 non-null    object  
 5   job_function      591 non-null    object  
dtypes: int64(1), object(5)
memory usage: 41.5+ KB
```

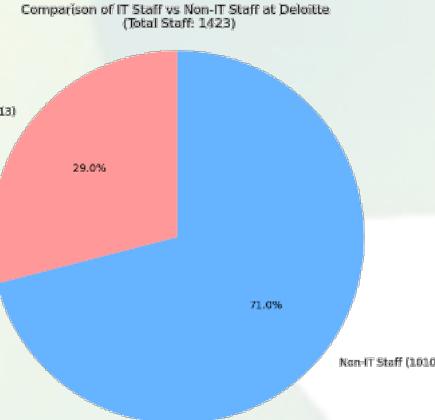
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In [6]: 
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RESULTS

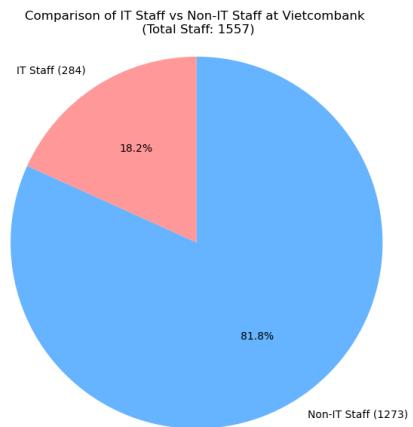
IT STAFFS COMPARISION



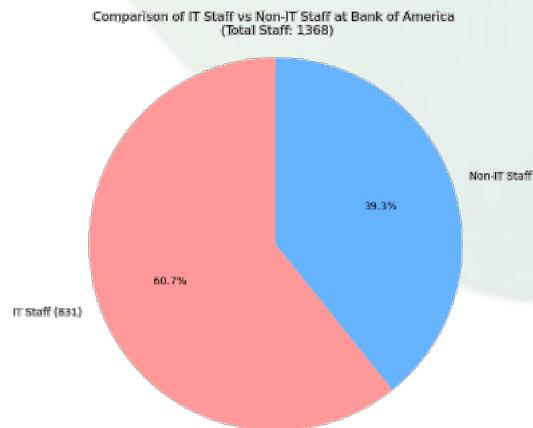
MB Bank



Deloitte (USA)



Vietcombank



Bank of America
(USA)

IT STAFFS COMPARISION

```
PROBLEMS    OUTPUT    DEBUG CONSOLE    TERMINAL    PORTS

/Users/fuongfotfet/miniconda3/bin/python /Users/fuongfotfet/Desktop/linkedin-job-scraper-i
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py
  rape/visualize.py
The avarage age of Bank of America staff is 28.64388489208633
The average duration of Bank of America IT/Analyst employees 1.891618918522123
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py
  rape/visualize.py
The avarage age of Vietcombank staff is 31.004255319148935
The average duration of Vietcombank IT/Analyst employees 4.199534833345062
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py
  rape/visualize.py
The avarage age of Deloitte staff is 27.768
The average duration of Deloitte IT/Analyst employees 1.8708839923285374
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py
  rape/visualize.py
The avarage age of MBBank staff is 26.86574074074074
The average duration of MBBank IT/Analyst employees 1.613577866089949
○ (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape %
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IT STAFFS COMPARISION - FINDINGS & IMPLICATIONS

Findings

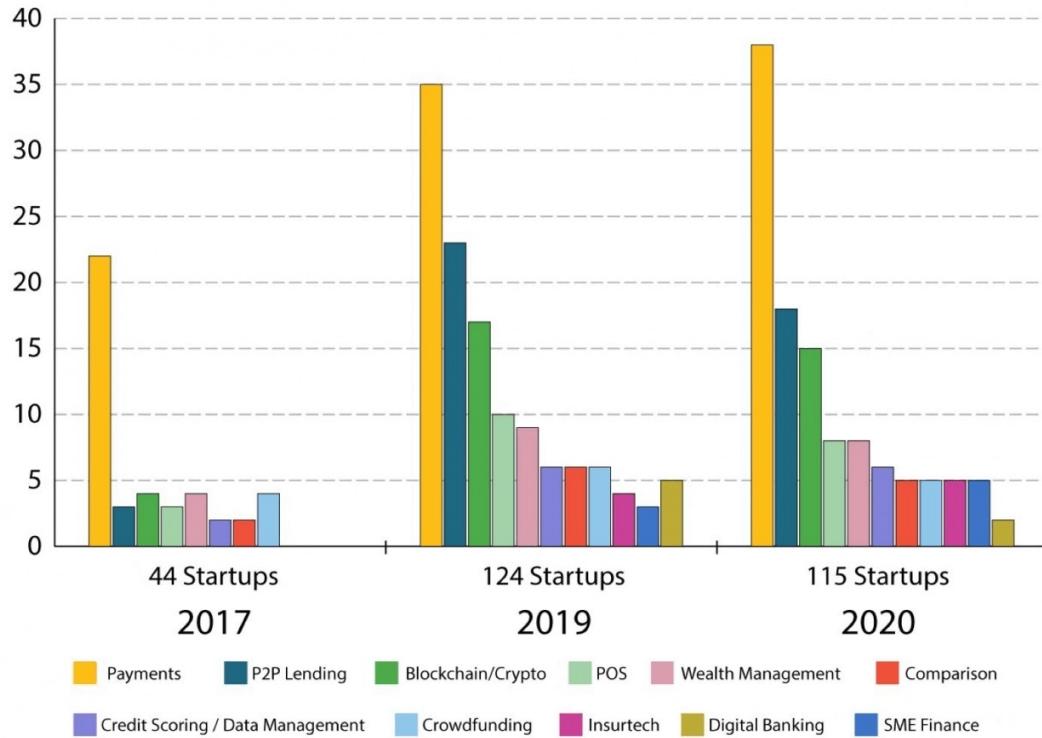
- Vietcombank has the smallest IT workforce among the four companies.
- Vietcombank has the highest average age of IT staff.
- Vietcombank has the longest average tenure for IT staff.

Implications

- Vietcombank may be experiencing a shortage of IT staff, which is a concern in the current Fintech era.
- The IT personnel at Vietcombank are generally older (average age: 31), which contrasts with the industry's trend towards younger talent.
- Deloitte, despite being an auditing service provider, has a larger IT workforce than Vietcombank.
- Compared to another bank in Vietnam (MB Bank), Vietcombank's IT staff numbers are significantly lower.

DISCUSSION

Source: [Finn](#)



An enormous growth of startups and Fintech services in Vietnam

- IT staff are becoming an essential component for the development of all sectors.
- Specifically, in the banking industry, Fintech is emerging as a strong growth trend in Vietnam.
- The shortage of IT personnel at Vietcombank will be a significant challenge in their digital transformation efforts.

“The banking industry is going through a period of rapid change to meet competition, challenges of technology and the demand of end user. Clearly technology is a key differentiator in the performance of banks. Banks need to look at innovation not just for product but for process also.”

- ROLE OF IT IN BANKING SECTOR & CHALLENGES - Indian Journal of Economics & Business, Vol. 17, No. 3 (2018): 41-53



SOLUTION

SOLUTION



- HR needs a solution to address the IT staffing shortage at Vietcombank.
- A comprehensive recruitment strategy is required to attract top talent.
- Revise the company culture and rules to enhance talent acquisition.
- Identify the necessary roles and skills to refine the job descriptions.

Today's Triple Talent Squeeze

"Everyone is competing for the same talent. We're increasing salaries and offering flexible work options, but even the most engaged employees are open to better offer elsewhere.

- CIO, Financial Service, Gartner



More Expensive

Switch premium **expectations in 1H23** are at par with an all-time high score in 2H22.^b



Harder to Retain

29% of IT employees have a high intent to stay, compared with non-IT employees at 40%.^c



Harder to Find

78% of CEOs believe **talent scarcity is reaching crisis proportions.**^a

TALENT “PATCHING” – A TYPICAL TALENT APPROACH



Fill specific open positions

Hire in **reaction** to need.



Search the “best” candidate

Recruit for **specialization**.



Hire exactly as many people as needed

Rely on **lean skills** capacity.



Provide training in addition to work

Build skills as an **add-on** to work.

Just-in-time hiring

Training “the right” technical specialists

TALENT “PATCHING” – Falls Short

Hire in **reaction** to need.

- ✗ Diverts attention to near-term needs.
- ✗ Leaves gaps until filled.

Recruit for
specialization.

- ✗ Escalates salaries within narrow talent pools.
- ✗ Increases time to hire.

Rely on **lean**
skills capacity.

- ✗ Limits organizational agility.
- ✗ Creates key-person dependency and burnout.

Build skills as an
add-on to work.

- ✗ Deprioritizes learning in favor of “doing work.”
- ✗ Detaches learning from its application.

Hire in **reaction** to need.

Recruit for
specialization.

Rely on **lean**
skills capacity.

Build skills as an
add-on to work.



[TT NHS] CV kiểm thử ứng dụng

Hanoi, Hanoi, Vietnam · 6 months ago · 59 applicants

[TT NHS] CV Kiến trúc, giải pháp - phụ trách kiến trúc số

Hanoi, Hanoi, Vietnam · 6 months ago · 23 applicants



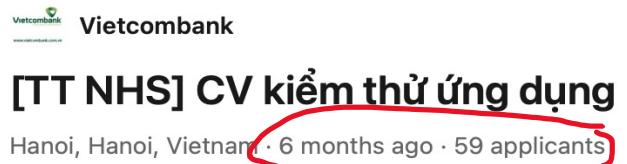
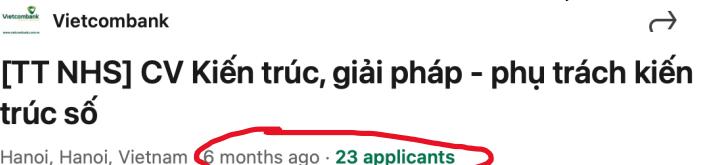
- Nhận hồ sơ đến khi tuyển dụng đủ (tối đa đến hết ngày 31/12/2024)
- Ứng viên tham gia 01 vòng thi (vòng phỏng vấn)
- Chỉ tiêu tuyển dụng: 02

Vietcombank / Vietnamese Banking Job Description

No strategy

No recruitment platform

No attraction



Vietnamese-based job descriptions

Low recruitment demands

Few roles needed

- Nhận hồ sơ đến khi tuyển dụng đủ (tối đa đến hết ngày 31/12/2024)
 - Ứng viên tham gia 01 vòng thi (vòng phỏng vấn)
- Chỉ tiêu tuyển dụng: 02



Search for “the best”

FROM REACTIVE TO ADAPTIVE

From Patching Talent Gaps ...

Just-in-time hiring and training “**the right**” technical specialists in response to demand.

- ✗ Hire in **reaction** to need.
- ✗ Recruit for **specialization**.
- ✗ Rely on **lean skills** capacity.
- ✗ Build skills as **an add-on** to work.

... to an Adaptive Talent Strategy

Building processes that allow IT talent to **adapt to new roles** in anticipation of demand.

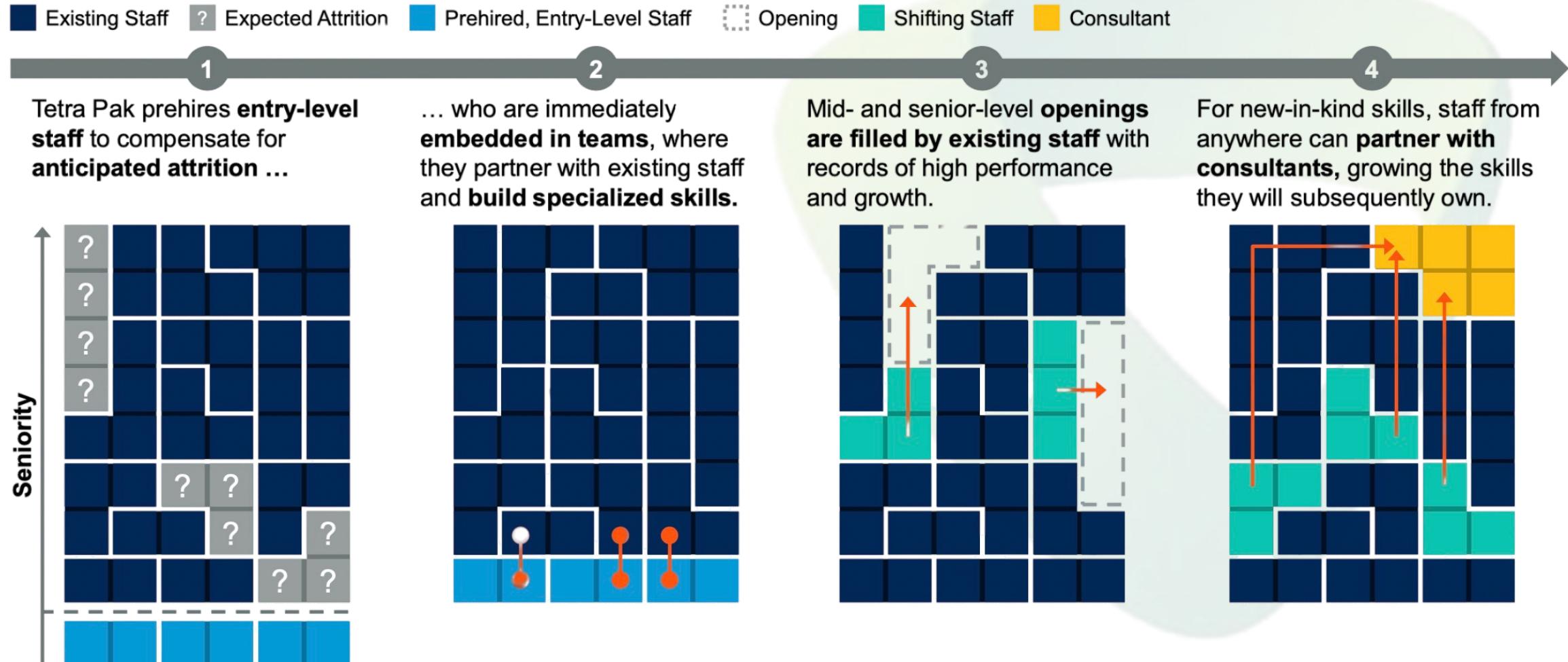
- ✓ Hire in **anticipation** of need.
- ✓ Recruit for **growth behaviors**.
- ✓ Build **overlapping skills** capacity.
- ✓ Embed **learning** in team backlogs.

ADAPTIVE HIRING - A SUCCESSFUL CASE: TETRA PAK



EXAMPLE – TETRA PAK'S PREHIRING

Tetra Pak's Flexible Approach to Manage Talent Demand Internally

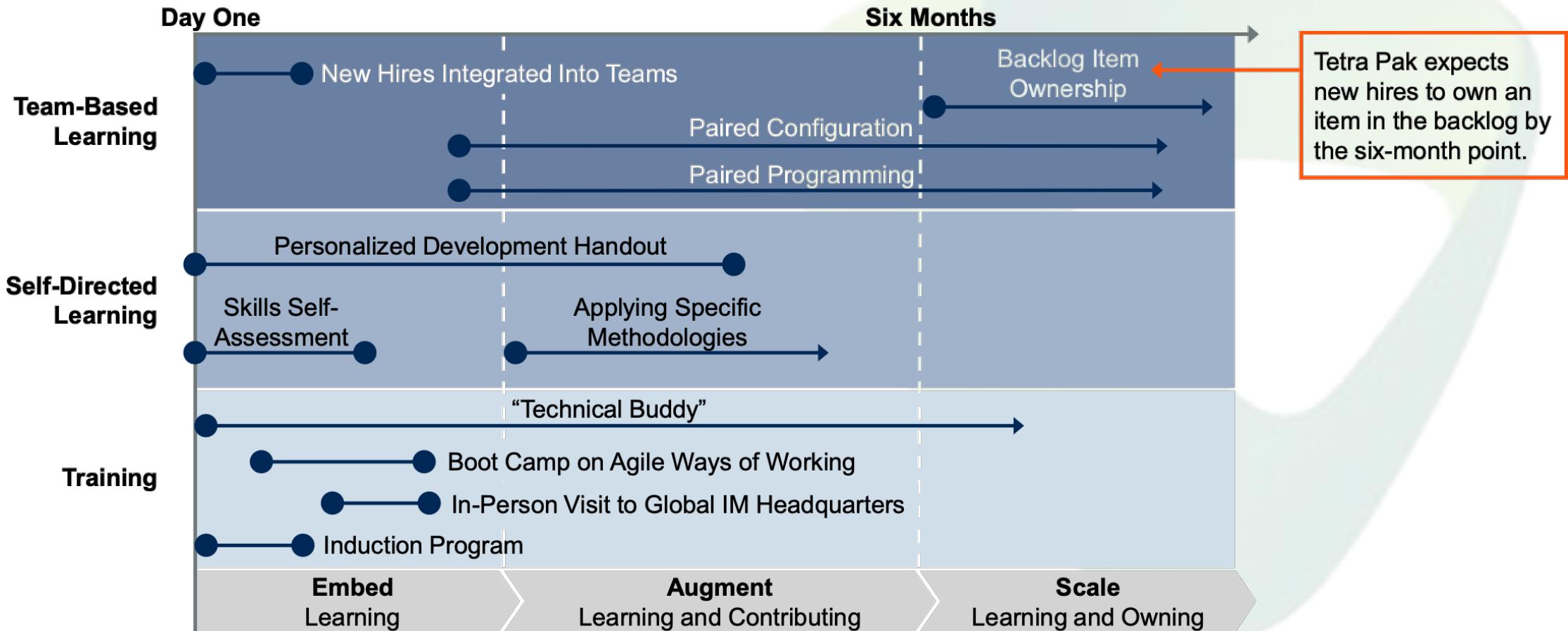


Source: Adapted From Tetra Pak

EXAMPLE – TETRA PAK

New Hire Journey on a Product Team

Illustrative



Source: Adapted From Tetra Pak

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EXAMPLE – TETRA PAK

New Hire Journey on a Product Team



Team-Based Learning

- Represents collaborative learning.
- New hires learn by working closely with experienced team members, gradually taking on more responsibilities.
- The timeline extends up to the point where new hires are expected to own a backlog item, indicating their progression from learning to contributing meaningfully to the team's work.

Self-Directed Learning

- Represents learning that is initiated and directed by the new hire themselves.
- Allowing them to assess their skills, identify areas for improvement, and apply new methodologies as they progress.
- This mode of learning continues throughout the six-month period, allowing for continuous self-improvement and adaptation to the role.

Training

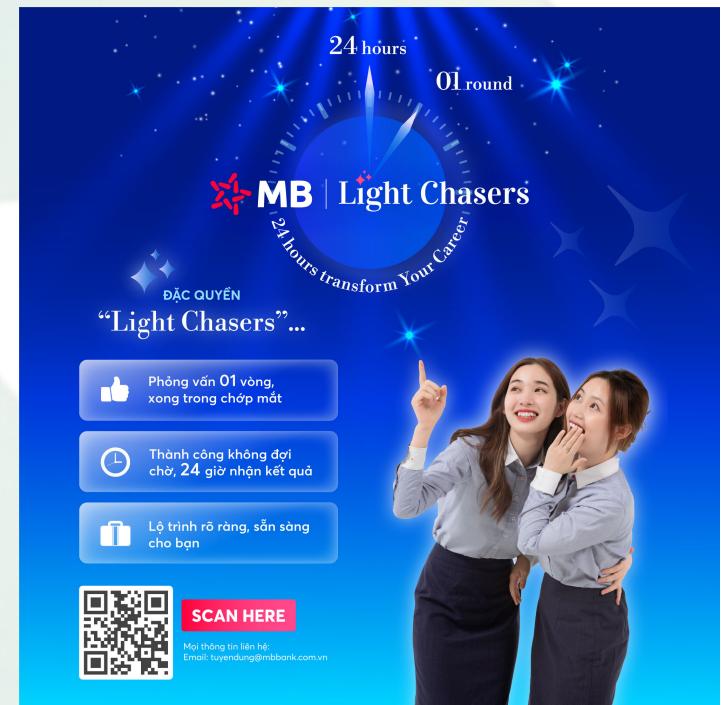
- Represents formal and organized training sessions.
- Equip new hires with the necessary knowledge and skills to integrate into the team and the company.
- These activities are foundational and take place early in the journey, providing a base of knowledge that will be built upon through other types of learning.

“Embed Learning Into Ways of Working”

Source: Adapted From Tetra Pak

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VIETNAM'S ADAPTIVE HIRING TREND



viettel DIGITAL TALENT PROGRAM 2023

Kiến tạo tương lai
tại Tập đoàn Công nghệ
hàng đầu Việt Nam



Cloud



Cyber Security



Data Science & AI



Internet of Things



5G



Software & Data Engineering



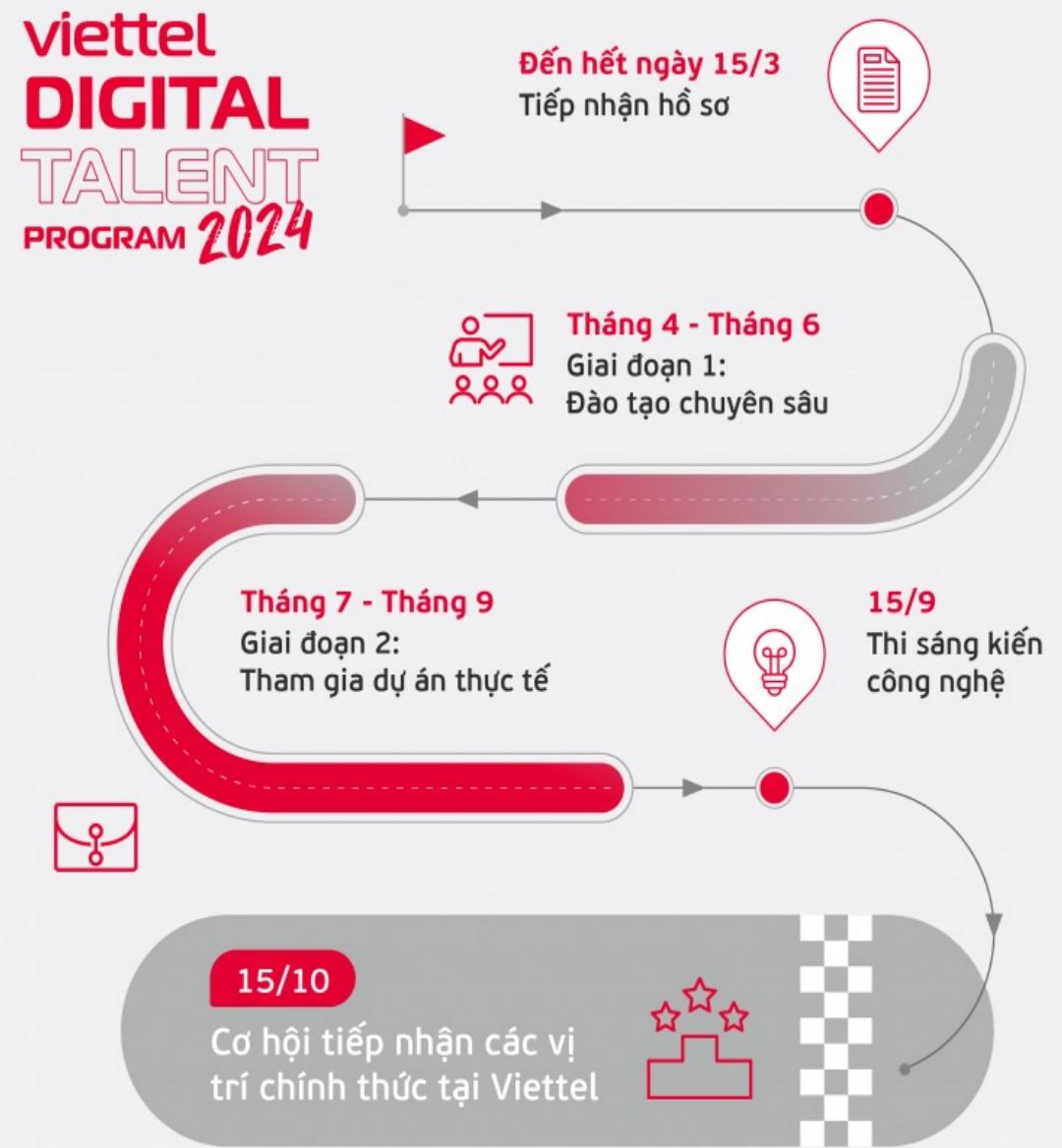
viettel

Viettel Digital Talent is a high-tech internship program aimed at nurturing young professionals in areas like Cloud Computing, Cybersecurity, Data Science, AI, IoT, and 5G.

It offers 6 months of training with real-world projects, mentorship from experts, and potential for full-time employment at Viettel for top performers.

- ✓ Recruit for **growth behaviors**.
- ✓ Build **overlapping skills** capacity.
- ✓ Embed **learning** in team backlogs.

They provide a clear roadmap, integrating learning with working, creating an opportunity not only to become a part of the company but also to shape their career path.



In six months, Viettel Digital Talent offers students the opportunity to experience a training program designed by top experts both domestically and internationally, with extensive experience. Viettel Digital Talent serves as a platform for young talents to push their limits and develop professional skills.

In 2023, the third season of the Viettel Digital Talent program received over **1,900 applications**, doubling the number from 2022. Participants went through three training phases, including **651 hours of intensive training with 122 lecturers** from both Vietnam and abroad. The program recognized **94 initiatives** and ideas from young talents during their direct involvement in key projects.

viettel **DIGITAL TALENT PROGRAM 2024**

❖ Trau dồi kiến thức, bứt phá bản thân:

Tham gia đào tạo chuyên sâu, dẫn dắt bởi các chuyên gia trong ngành

❖ Thủ thách bản thân, chinh phục đỉnh cao:

Tham gia các dự án trọng điểm của Viettel

❖ Mở rộng mối quan hệ, kết nối tri thức:

Kết nối với các tài năng, tiền bối qua các hoạt động gắn kết

❖ Tỏa sáng tài năng, khẳng định bản thân:

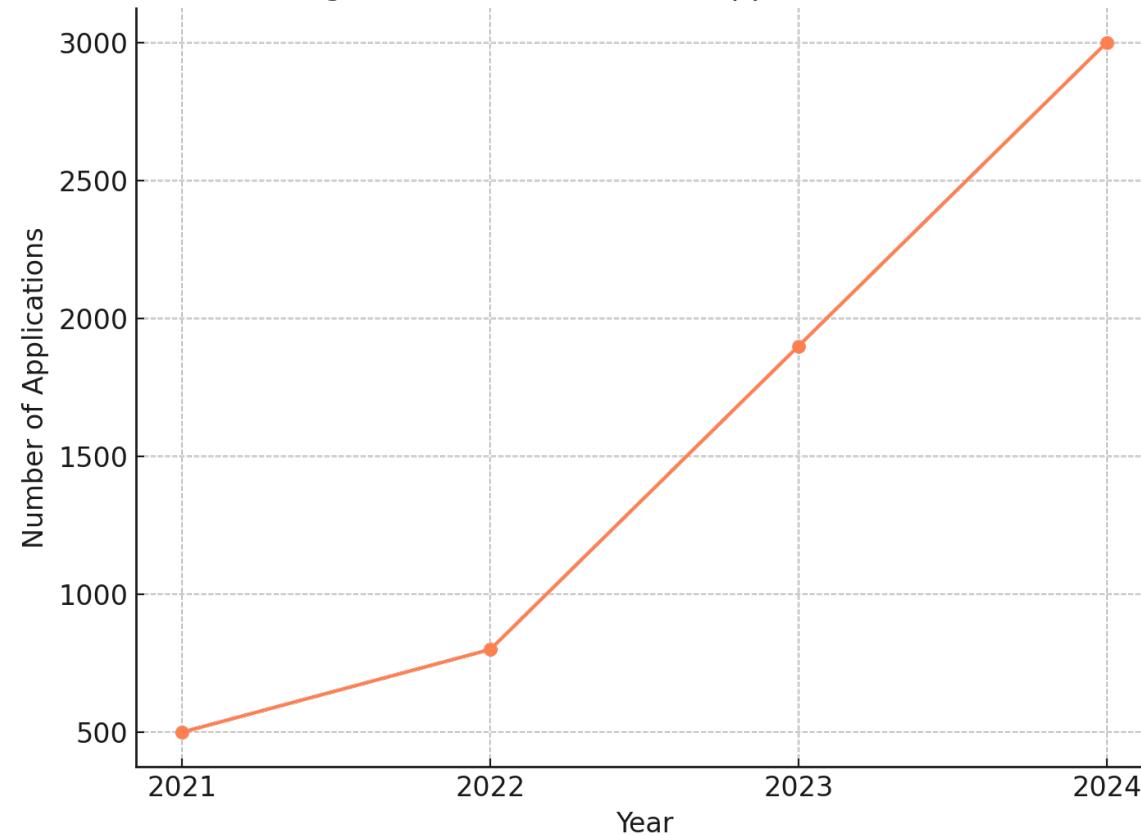
Trình bày sáng kiến ý tưởng trước lãnh đạo Tập đoàn.

❖ Vinh danh tài năng, trao quyền thành công

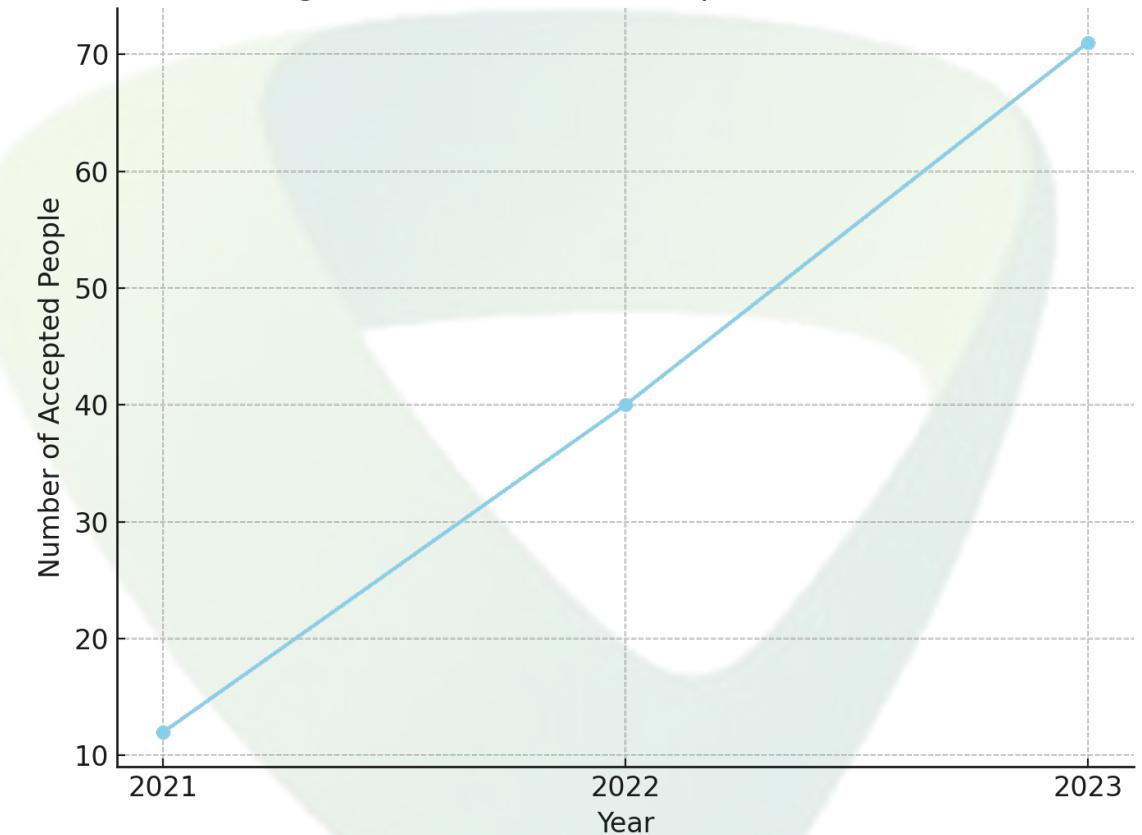
Học bổng lên tới

65 triệu đồng.

Viettel Digital Talent - Number of Applications (2021-2024)



Viettel Digital Talent - Official Acceptance Rate (2021-2023)



Hire in **anticipation** of need.

viettel
DIGITAL
TALENT
PROGRAM 2024

240 national and international
award-winning students

3000 applications

1400 exam sessions



With participants hailing from the USA, Australia, Germany, Singapore, Taiwan, as well as notable tech companies like Viettel, Google, Shopee, Qualcomm, and others...

"Viettel always opens its doors to welcome young people who are ambitious, talented and ready to give wings to the dreams and aspirations of youth,"
- Mr. Tao Duc Thang, Chairman and General Director of Viettel.

VIETTEL DIGITAL TALENT



- ✓ Early Career Hiring
- ✓ Reaching Youth Talents
- ✓ Enhancing Employer Branding
- ✓ Increasing Recruitment Efficiency
- ✓ Creating More Job Opportunities

TALENT ACQUISITION

INTRODUCTION – TALENT ACQUISITION



Source: [SmartRecruiter](#)

- Talent acquisition refers to the process of identifying and acquiring skilled workers to meet your organizational needs.
- The talent acquisition team is responsible for identifying, acquiring, assessing, and hiring candidates to fill open positions within a company.

TALENT ACQUISITION VS RECRUITMENT



"Talent Acquisition is a strategy to acquire skilled leaders and employees - for a long term success"

"Recruitment is the process of filling positions - which needs to be filled quickly"

TALENT “FOCUSED”

“The war for talent is never-ending. In my view, there are two principles that organizations should leverage while building a talent strategy.

First, increase the self-sufficiency of internal workforce because we cannot always rely on the external market.

Second, in order to be self-sufficient, it’s important to leverage insights about our talents segments and attract, engage and retain them sustainably by helping them to move up their hierarchy of needs.

- Alexis Pham, CPO, Home Credit Vietnam

WHAT WE WANT...

Salary and compensation remains the key driver of attraction for banking and financial services candidates, however companies with **innovative training programs** and flexible working arrangements look set to stand out.



1.

Salary/Compensation

While base salary must be competitive, candidates are also on the lookout for a broader remuneration package, such as bonuses or profit-sharing.



2.

Career/Development opportunities

In-house training programs are considered a 'must have' for at least two in five respondents, while mentoring and coaching programs are also highly regarded.



3.

Work-life balance

Although the banking and financial services industry has a reputation for long working hours, candidates still place a high emphasis on work-life balance.

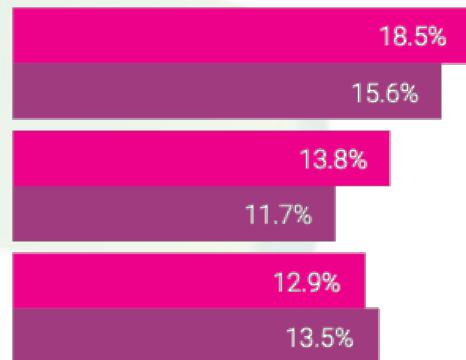
DID YOU KNOW?



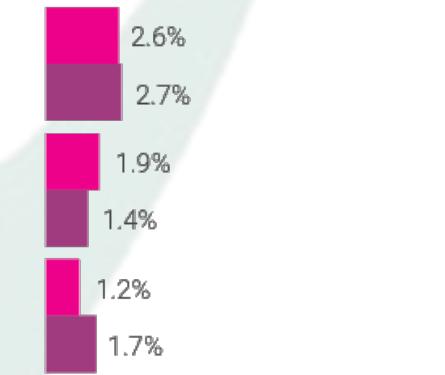
Environmental sustainability is highly valued among candidates in banking and financial services. One in five respondents ranked '**values and protects the environment**' as a 'must-have' quality for their next workplace, so employers would be well advised to inform candidates of any corporate social responsibility initiatives.

Drivers of attraction

TOP 3 DRIVERS



BOTTOM 3 DRIVERS



● Banking & Financial Services

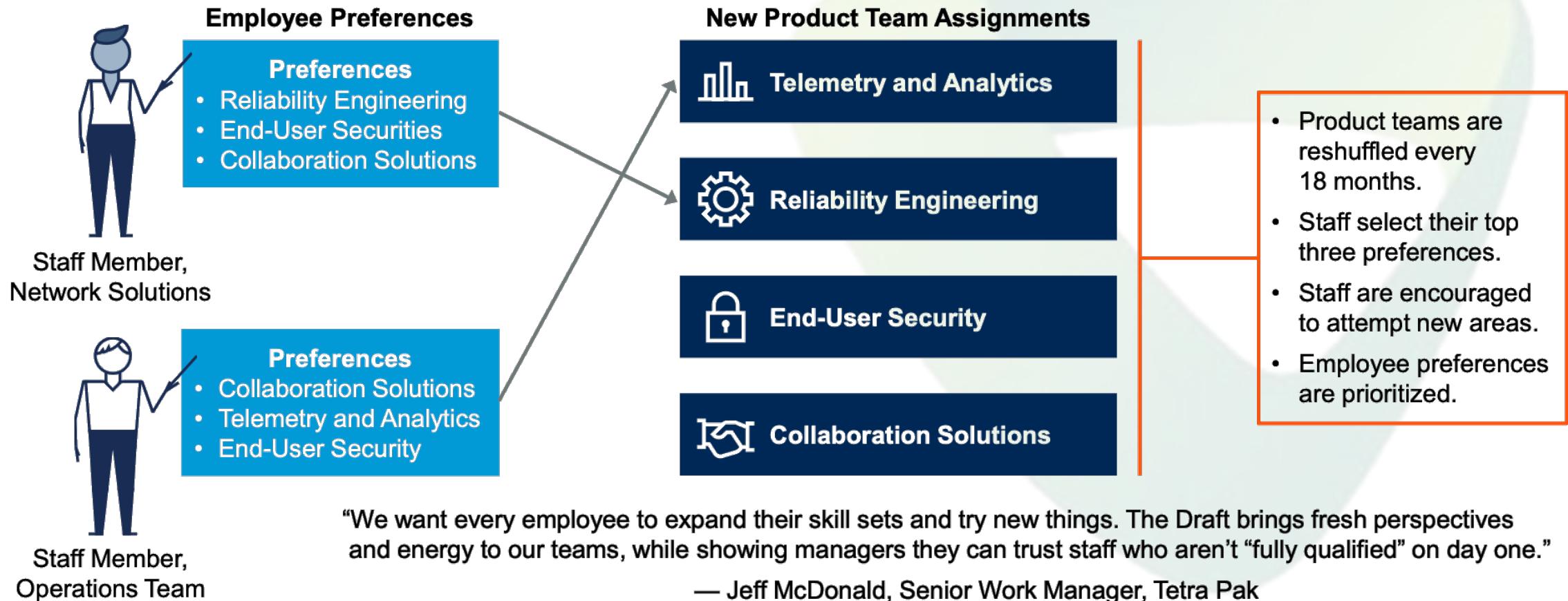
● Total Market

A PLACE TO GROW CAREER



Tetra Pak's "Draft System" to Empower Staff Members to Move Teams

Illustrative

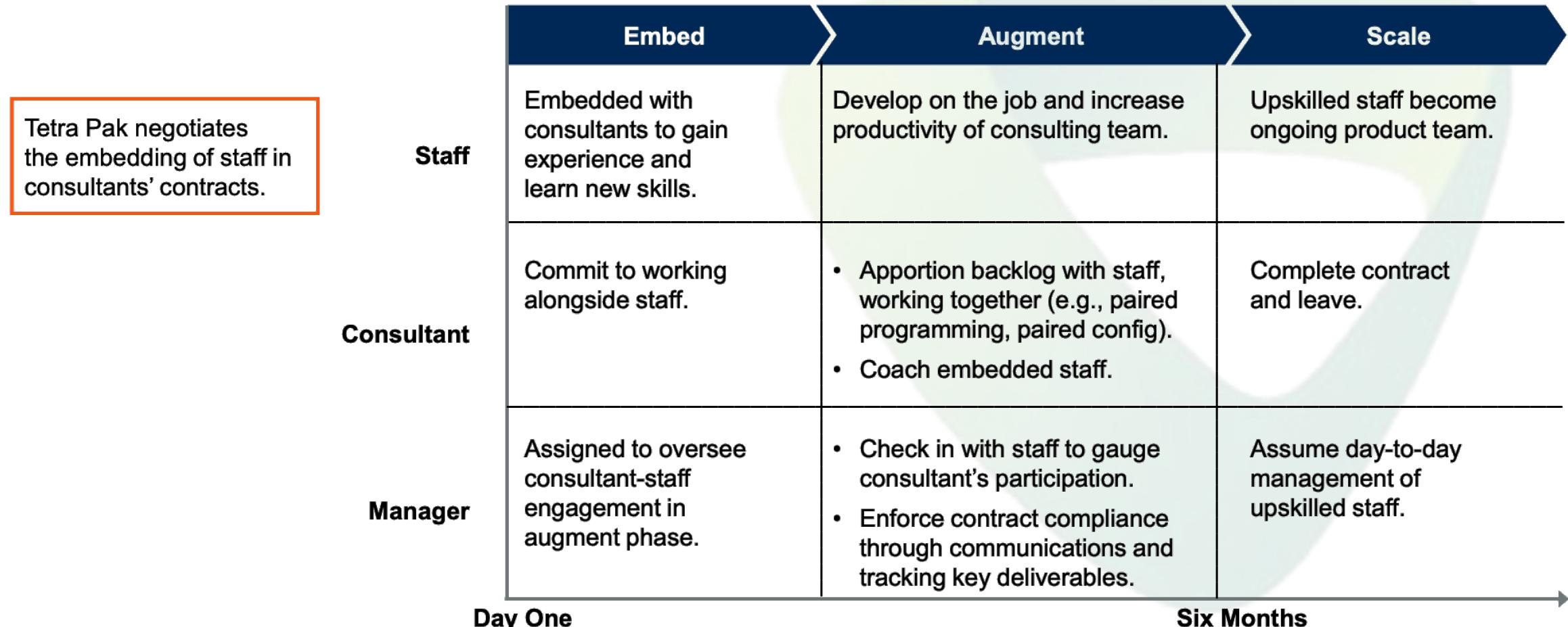


Source: Adapted From Tetra Pak

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A PLACE TO GROW CAREER

How Tetra Pak Transfers New Skills From Consultants to Staff Illustrative



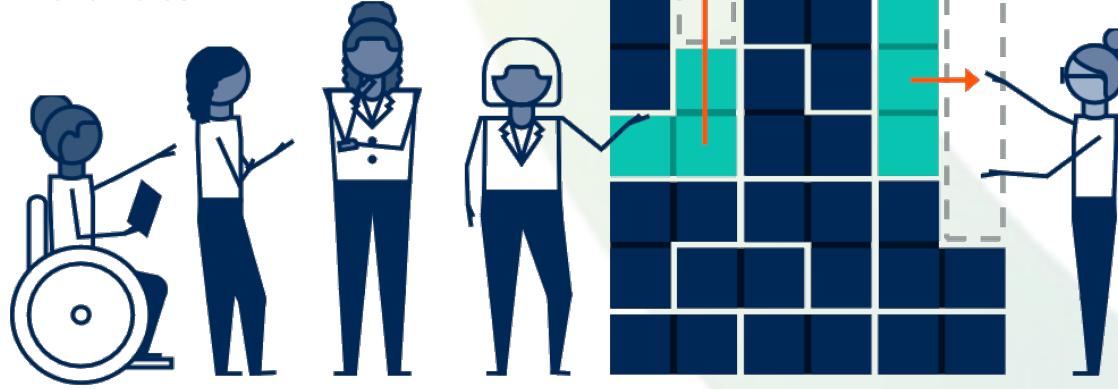
Source: Adapted From Tetra Pak

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...AND EMPOWER TEAM MANAGERS TO TRUST THEM

How Tetra Pak Prepares and Promotes Internal Staff



- 1 IT directors oversee skills capacity, assessing:
 - Key person dependency
 - Insufficient coverage
 - Emerging capabilities
 - Succession planningand collaborating with ...
- 2 ... team managers, who identify high-potential staff for internal promotions to mid- and senior-level roles ...A diagram illustrating career progression and promotion paths. It features four stylized human figures standing next to a grid of dark blue squares. The grid is organized into several columns and rows. Two specific columns are highlighted with teal-colored boxes. A red double-headed vertical arrow is positioned between these two highlighted columns, indicating a promotion path or comparison between them. A red arrow points from the second figure towards the highlighted columns, and another red arrow points from the fourth figure away from the highlighted columns.
- 3 ... and help employees succeed in new roles through training, self-study, and experiential learning.

"No one is ever more than 70% qualified for a new role. We don't expect it. We expect people to grow and learn new capabilities through their work."

— Craig Bierman, Director — Technical Infrastructure

D_(Diversity) • E_(Equity) • I_(Inclusion)

Diversity, equity, and inclusion (DEI) are organizational frameworks which seek to promote the fair treatment and full participation of all people, particularly groups who have historically been underrepresented or subject to discrimination on the basis of identity or disability

- Wikipedia



Diversity is representation of, and respect for, people from different backgrounds and identities.

We Believe Diversity Is Our Strength...

We represent parents, caregivers, educators and communities of all children, which enables us to best achieve PTA's mission to make every child's potential a reality.



Equity provides fairness in resources, opportunities and outcomes so that all communities get what they need to be engaged and successful.

We Believe Equity Drives Our Mission...

We seize opportunities to build and share new models and ways of working on behalf of children.



Inclusion is actions, behaviors and social norms that ensure all people feel they are safe, welcomed, and that they belong.

We Believe Collaboration Must Be Inclusive...

We can only achieve our mission and vision in full collaboration and partnership with the broadest possible set of volunteers, staff, educators, schools and communities.



**we expect CEOs
to listen more
to colleagues at
every level**

Empathy Regains Importance

Listen up or step down. Empathy regains importance at the top Are CEOs becoming less empathetic? In a survey of 3,000 HR professionals at the start of 2023, a third said empathy was lacking at the top. And as our own research shows, that's a big problem for any business that wants to hire and hold onto high performing people. As those high performers move on—taking roles in organizations that give them greater work-life integration, or more freedom to share their opinions without fear, CEOs will have to make changes. By 2024, we expect CEOs to listen more to colleagues at every level in their business without judgment. That doesn't mean they'll stop asking teams to return to the office, but it does mean they'll think more about the culture they create. And they'll make more allowances for people's personal circumstances.

Source: [Konn Ferry](#)



VNG CORPORATION – THE “GREATEST” PLACE TO WORK

VNG CAMPUS

In addition to the workspace, VNG Campus is designed to promote a healthy work-life balance, focusing on the well-being and happiness of all members (Starters). Inspired by modern office models worldwide, VNG Campus integrates dining areas, relaxation spaces, entertainment, sports facilities, greenery, and scenic landscapes.



VNG Palette

Diversity in Generation

02 %
Gen X

60 %
Gen Y

38 %
Gen Z

VNG Palette

Diversity in Job backgrounds

67 % Technology Engineering
and Product Management

17 % Marketing
and Sales

16 % Business
Operation

VNG currently has nearly 4,000 employees of almost 20 different nationalities, working across 10 offices worldwide. Therefore, in 2023, VNG launched VNG Palette, a project that celebrates diversity across generations, industries, and regions, highlighting individual personalities and preferences within the company.

VNG
Palette
Set



Mô hình học tập, chia sẻ kiến thức định kỳ



VNG focuses on developing programs to enhance both professional expertise and soft skills for employees.

VNG Care to Grow: For a generation of employees strong in both mind and body.

VNG CONNECT DAY 2019

09h30 || 06.12.2019

VNG CAMPUS

Đường số 13, KCX Tân Thuận, Q.7, TP. HCM

Every quarter, VNG Connect is held both in-person and online, providing a platform where VNG leadership updates the business situation, listens to, and addresses the concerns of all employees.



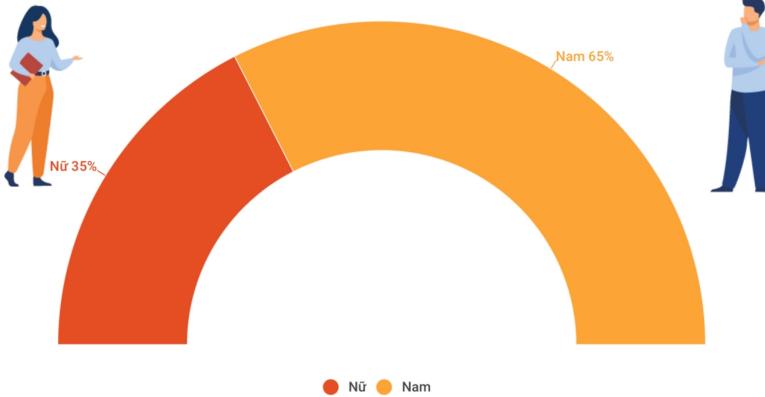
VNG

02 NĂM
LIÊN TIẾP
Great Place To Work®
Vinh danh môi trường
làm việc tại VNG



10% nhân sự tại VNG
làm việc trên 10 năm

Cơ cấu giới tính người lao động ở VNG

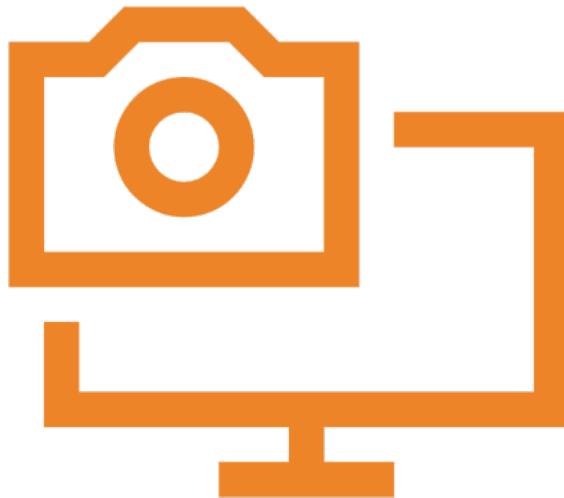


Quốc tịch nhân viên VNG
(tháng 8/2020)



0 800 1600 2400 3200 3800

APPENDIX



- Adaptive Talent Management: Building a Resilient Workforce for the Future – Neil Osmond.
- VNG Campus - VNG Corporation.
- A diverse workforce requires inclusive employment practices: Home Credit Vietnam's Alexis Pham – Shivangi Sharma.
- Viettel Digital Talent – Viettel Telecom.
- Talent Acquisition Trends 2024 – Korn Ferry.

RECOMMENDATION

1. Work with HR and finance to prepare for anticipated attrition by pre-hiring in batches.
2. Cultivate learning and expand talent pools by prioritizing passion and potential in employees and new hires.
3. Offer a job rotation program that incorporates development of new skills into the work of delivering key business objectives.
4. Require consultants to embed your employees in their teams to augment the team's work, so that employees acquire skills that had not previously existed in your organization.

EXECUTIVE SUMMARY

