



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_postion
- current_company
- top_skill_1,2,3
- experiences

```
In [6]: concatenated_df.info()
<class 'pandas.core.frame.DataFrame'>
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
```

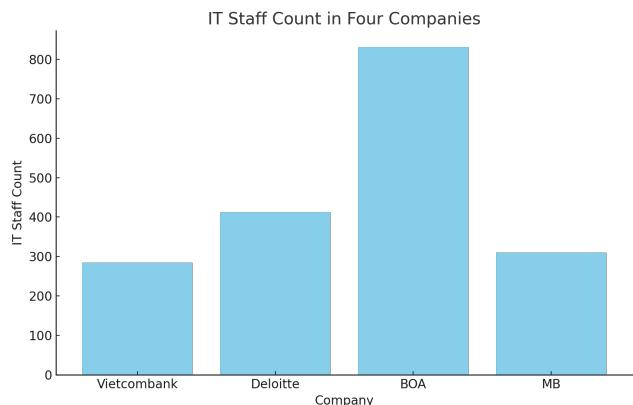
Job Postings Datasets

- title
- company
- description
- employment_type
- job_function

```
In [5]: concatenated_jobs_df.info()
<class 'pandas.core.frame.DataFrame'>
RangeIndex: 882 entries, 0 to 881
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
In [6]:
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RESULTS

IT STAFFS COMPARISION

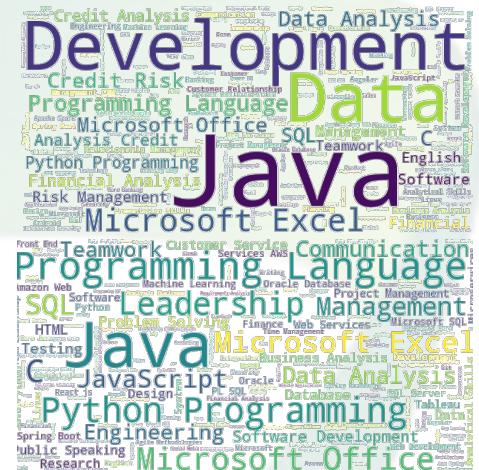


Vietcombank has the smallest IT workforce among the four companies

```
PROBLEMS OUTPUT DEBUG CONSOLE TERMINAL PORTS  
/Users/fuongfotfet/miniconda3/bin/python /Users/fuongfotfet/Desktop/linkedin-job-scrapers  
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py  
rage/visualize.py  
The average age of Bank of America staff is 28.64388489208633  
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py  
rage/visualize.py  
The average age of Vietcombank staff is 31.004255319148935  
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py  
rage/visualize.py  
The average age of Deloitte staff is 27.768  
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py  
rage/visualize.py  
The average age of MBBank staff is 26.86574074074074  
● (base) fuongfotfet@fuongs-MacBook-Pro staff-scrape % /Users/fuongfotfet/miniconda3/bin/py  
rage/visualize.py
```

Vietcombank has the highest average age of IT staffs (31)

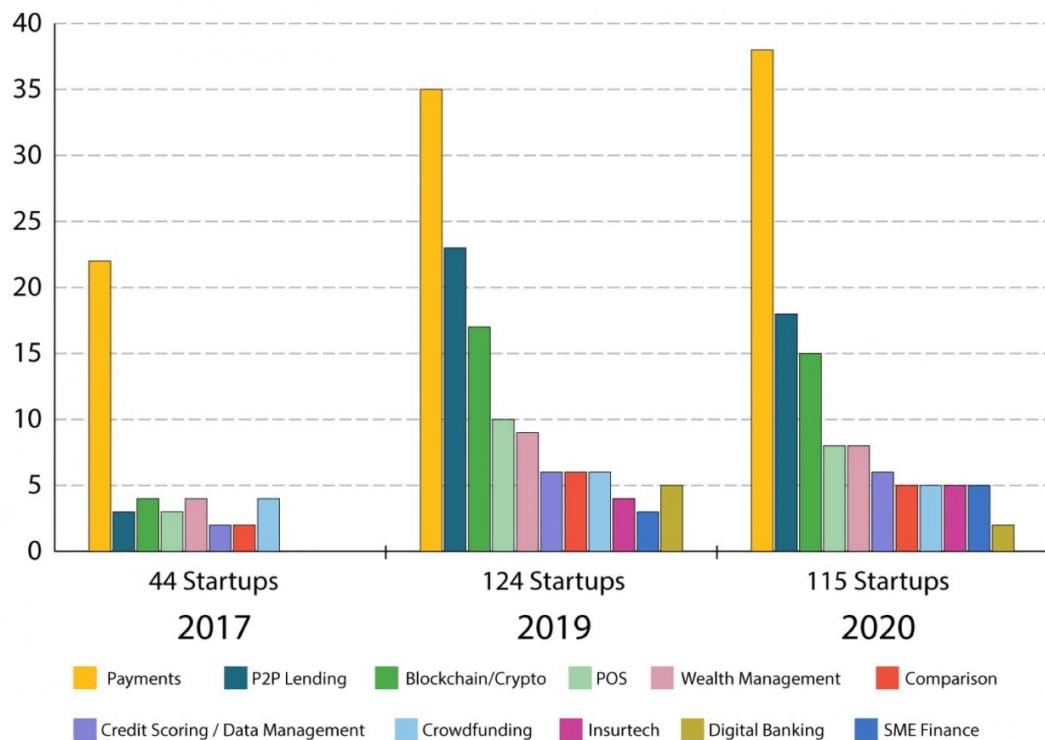
Vietcombank may be experiencing a shortage of IT staff, which is a concern in the current Fintech era.



Vietcombank's skill range (above) is not as diverse as the other companies (below)

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



- 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.

IT STAFFS CHALLENGES

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.

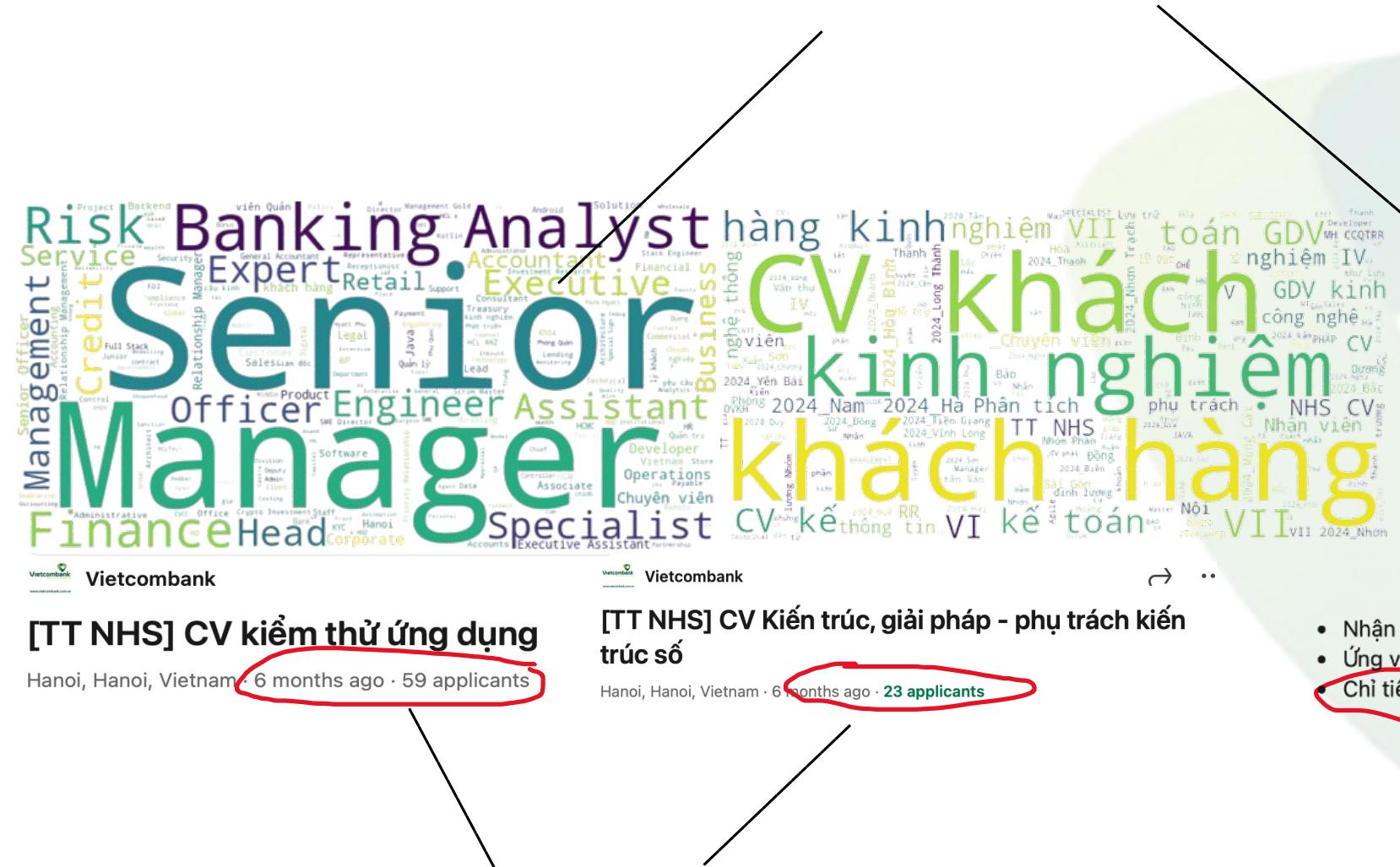
Rely on **lean**
skills capacity.

- ✗ 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.

Just need “the best of the best”



Weak strategy to attract IT applicants

new recruitment demands for few roles

- 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



SOLUTION 1: ADAPTIVE HIRING

FROM REACTIVE TO ADAPTIVE

From Patching Talent Gaps ...

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

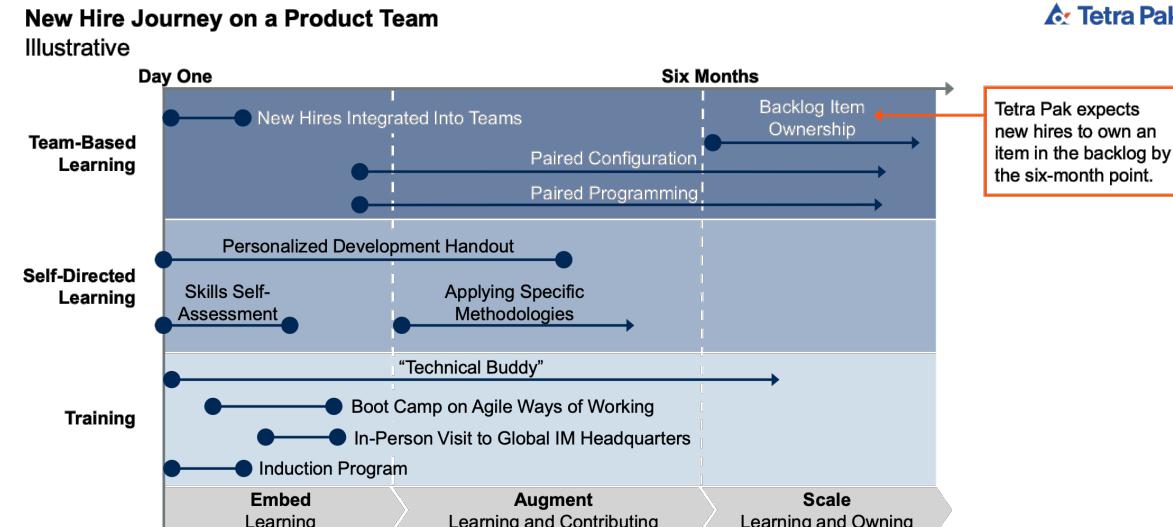
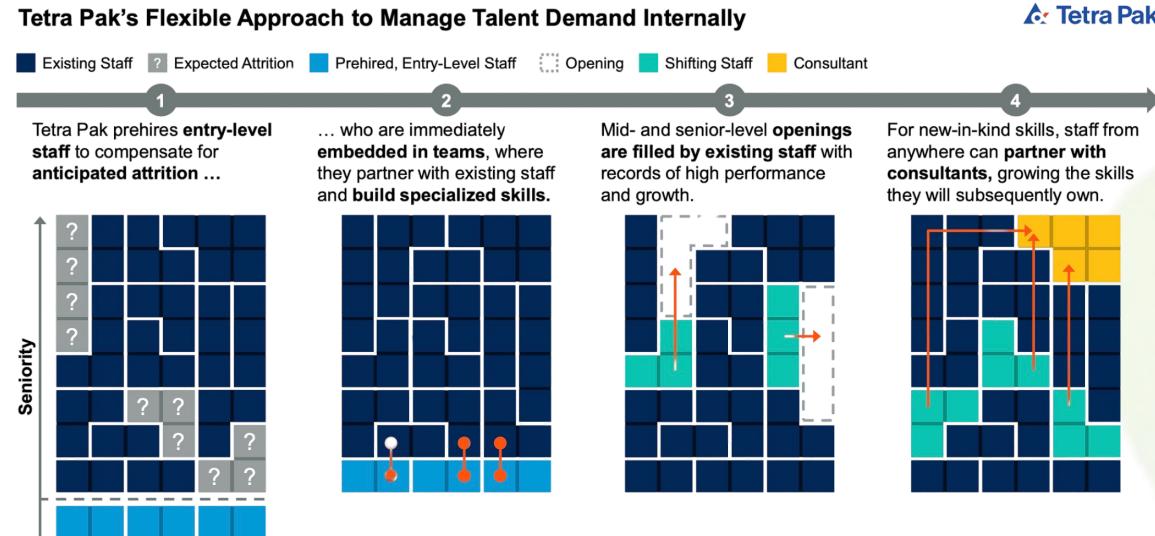
- ✗ Hire in **reaction** to need.
- ✗ Recruit for **specialization**.
- ✗ Rely on **lean skills** capacity.
- ✗ Build skills as **an add-on** to work.

... 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.

EXAMPLE – TETRA PAK

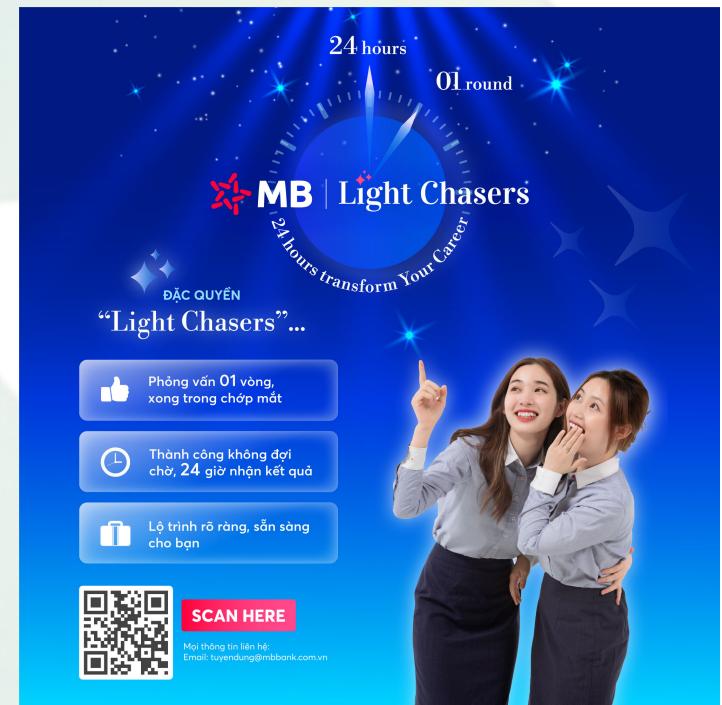


“Pre-hiring in Batch”

“Embed Learning Into Ways of Working”

Source: Adapted From Tetra Pak

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

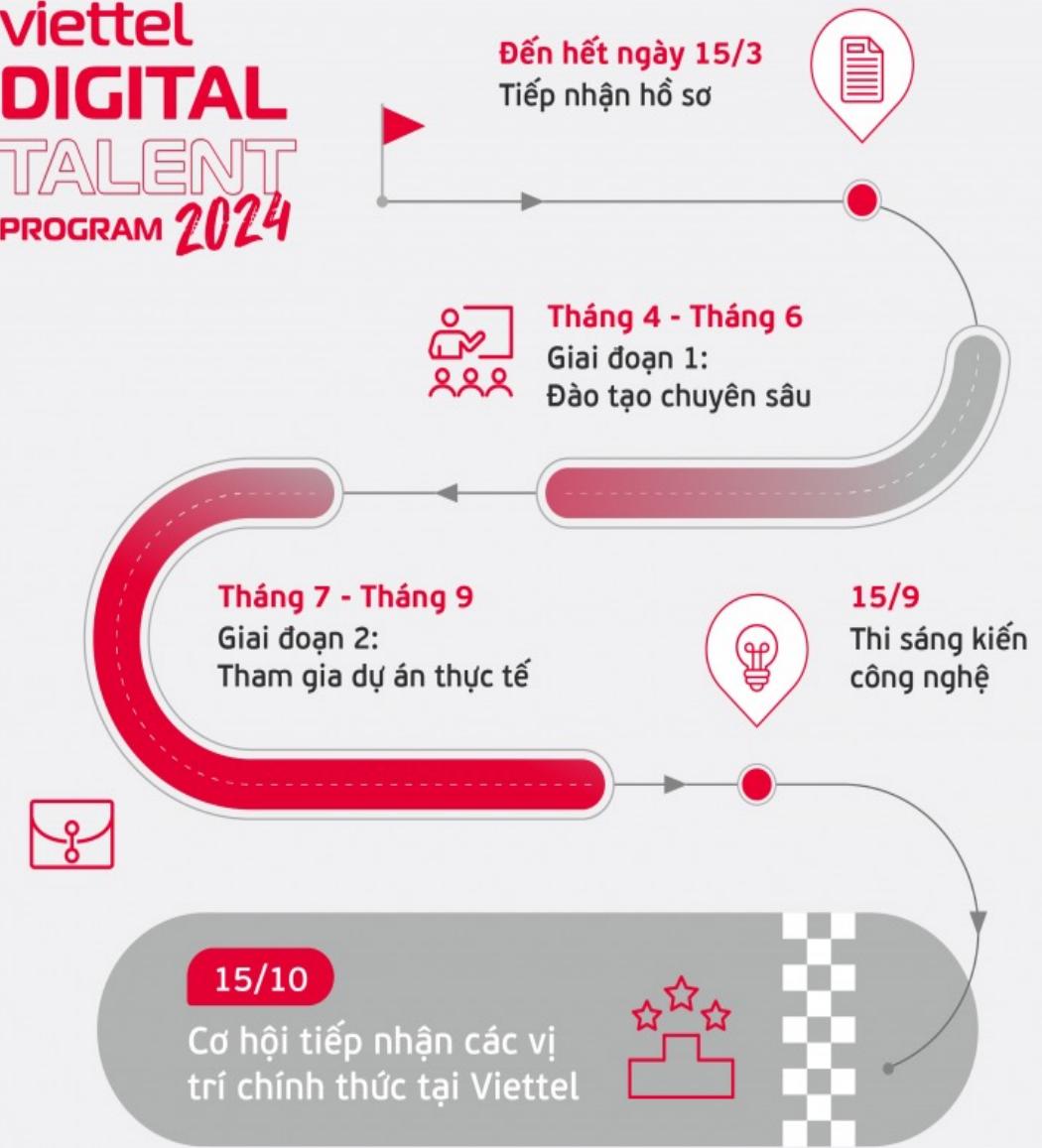
viettel

Viettel Digital Talent is a high-tech internship program aimed at nurturing young professionals

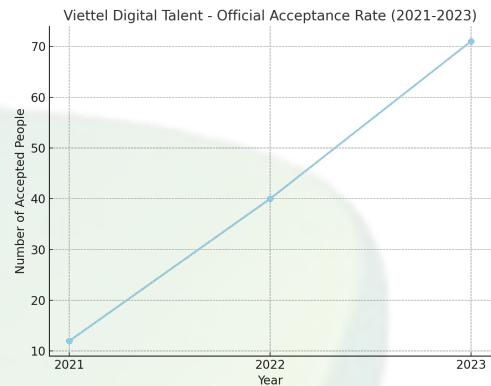
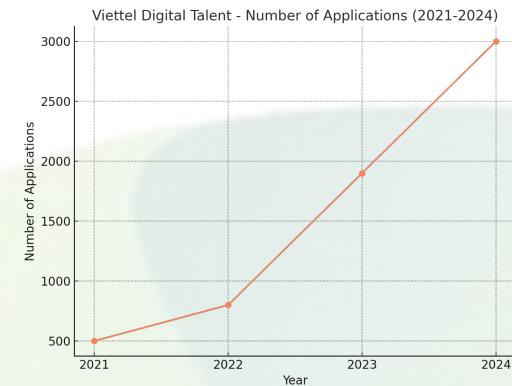
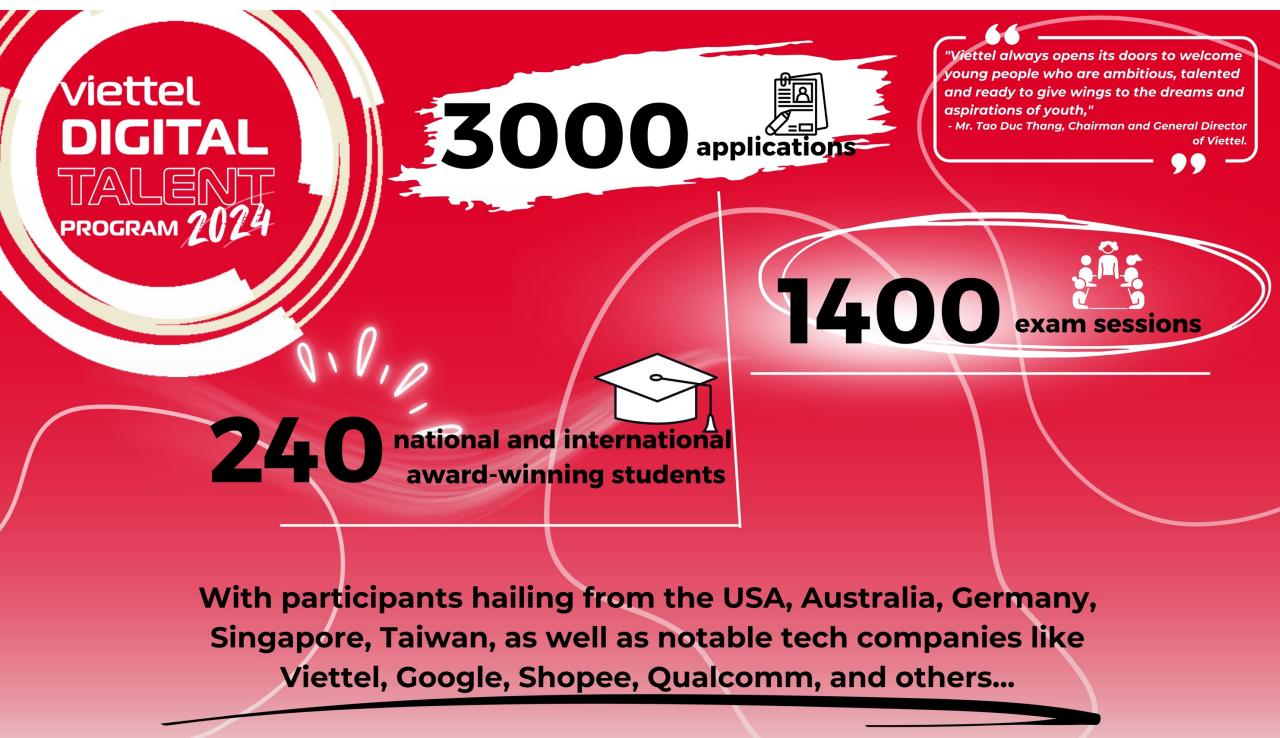
They provide a clear roadmap, integrating learning with working, creating an opportunity not only to become a part of the company but also to shape their career path.

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.

viettel **DIGITAL TALENT PROGRAM 2024**



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.

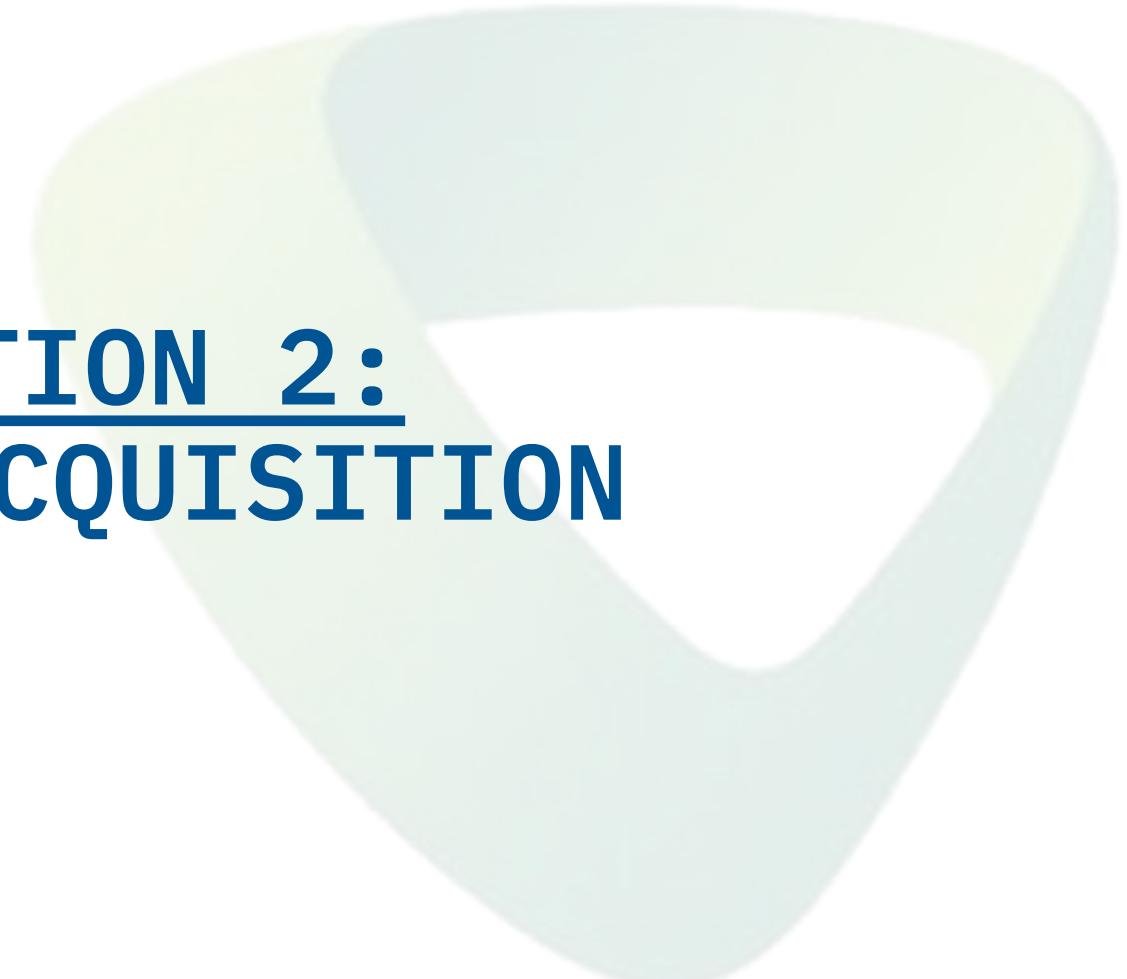


The fourth season saw a breakthrough with over **3,000 applications**, **1,400 exam sessions**, and **240 students** winning national and international awards, reinforcing the program's status as Vietnam's leading internship in both quality and scale. This year, the program will welcome experts from the USA, Australia, Germany, Singapore, Taiwan, and major tech companies such as Viettel, Google, Shopee, Qualcomm, and more

VIETTEL DIGITAL TALENT



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



SOLUTION 2: TALENT ACQUISITION

INTRODUCTION – TALENT ACQUISITION



- 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 is a strategy to acquire skilled leaders and employes - 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

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

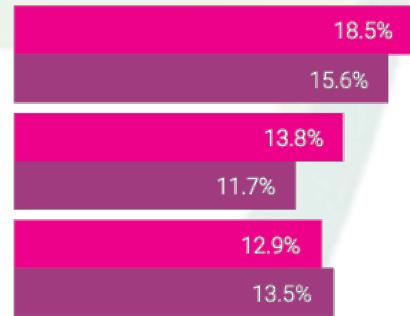
Although the banking and financial services industry has a reputation for long working hours, candidates still place a high emphasis on work-life balance.

DID YOU KNOW?

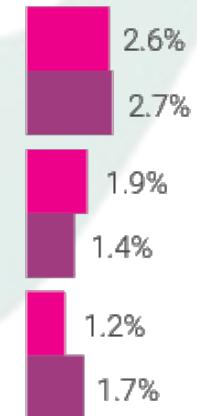
Environmental sustainability is highly valued among candidates in banking and financial services. One in five respondents ranked **‘values and protects the environment’** as a ‘must-have’ quality for their next workplace, so employers would be well advised to inform candidates of any corporate social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

Drivers of attraction

TOP 3 DRIVERS



BOTTOM 3 DRIVERS



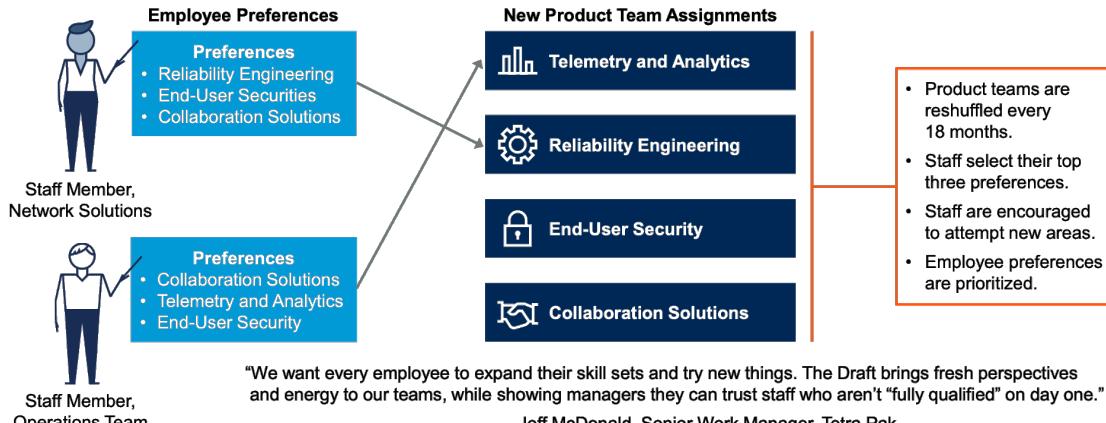
● Banking & Financial Services

● Total Market

A PLACE TO GROW CAREER

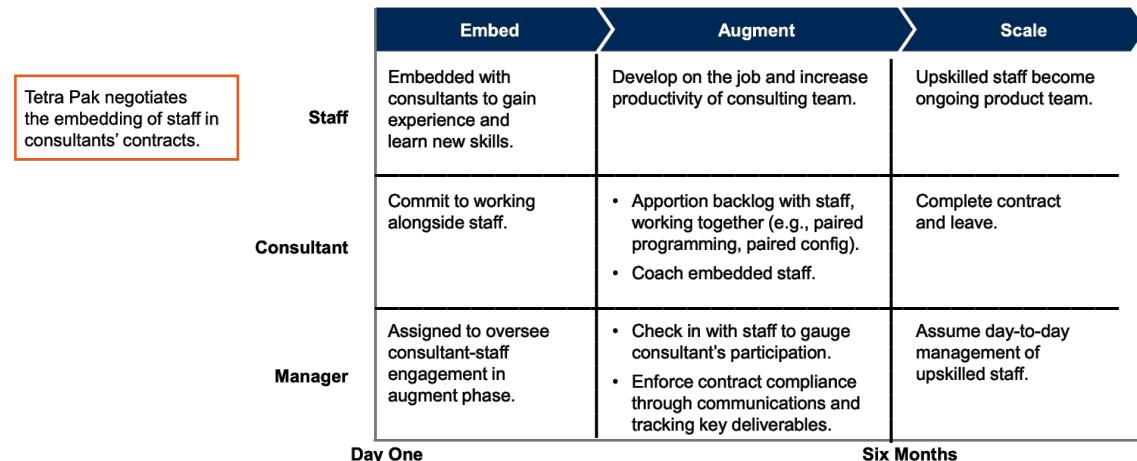
Tetra Pak's "Draft System" to Empower Staff Members to Move Teams

Illustrative



How Tetra Pak Transfers New Skills From Consultants to Staff

Illustrative

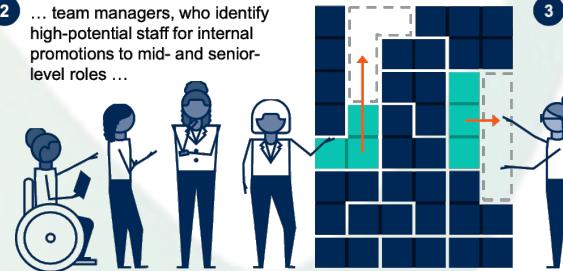


▲ Tetra Pak

...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 planning
- and collaborating with ...
- 2 ... team managers, who identify high-potential staff for internal promotions to mid- and senior-level roles ...
- 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

Source: Adapted From Tetra Pak

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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](#)

VIETCOMBANK TALENT ACQUISITION



Vietcombank has made efforts in attracting talent, enhancing employee experiences, and notably, has received several awards for the best working environment in the banking industry.

In 2019, each employee at the bank generated VND 1.22 billion in pre-tax profit.

According to actual reports at Vietcombank, the average monthly income per person in 2021 was approximately VND **32.6 million/month** (about VND 392 million/year for a total workforce of 21,670 employees). Vietcombank spent over VND **8,500 billion** on salaries, bonuses, and allowances for employees at the bank in 2021.

According to the employee satisfaction and engagement survey, recent years have shown outstanding results in the banking sector, with the 2020 score reaching **96.76/100**.

BUT

In a survey of 248 responses, Vietcombank employees highlighted the following issues:

- Leadership: Through surveys, many employees felt there was a lack of direct and open communication between leadership and staff.
- Workload: Currently, the amount of work assigned involves multiple steps, consuming a lot of time. This creates a less friendly working environment, as nearly 90% of the time is spent on completing tasks without much time for communication between employees or with customers.
- Employee rotation: Vietcombank does not experience much turnover in relation to changes in business strategy, so staff rotations are limited. Employee rotation is also a way to train staff, providing them with new knowledge and skills. This approach also helps leadership identify the most suitable roles for each of their employees.

- *Factors affecting work satisfaction of employees at Joint Stock Commercial Bank for Foreign Trade of Vietnam - Binh Duong Branch, Nguyen Dang Quang*
- *Tạo động lực thúc đẩy nhân viên làm việc tại NH TMCP Ngoại thương Việt Nam (Vietcombank) Chi nhánh Thủ Đức luar tot nghiep 732, Nguyen Thuy Ngoc*

It may be seen as a disadvantage by top tech talent.



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.





Mô hình học tập, chia sẻ kiến thức định kỳ



Vậy bạn còn chờ gì nữa mà không tham gia cải thiện thể chất cùng VNG Care to Grow?

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 Palette

VNG currently has nearly 4,000 employees of almost 20 different nationalities, working across 10 offices worldwide.

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
Palette
Set

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.



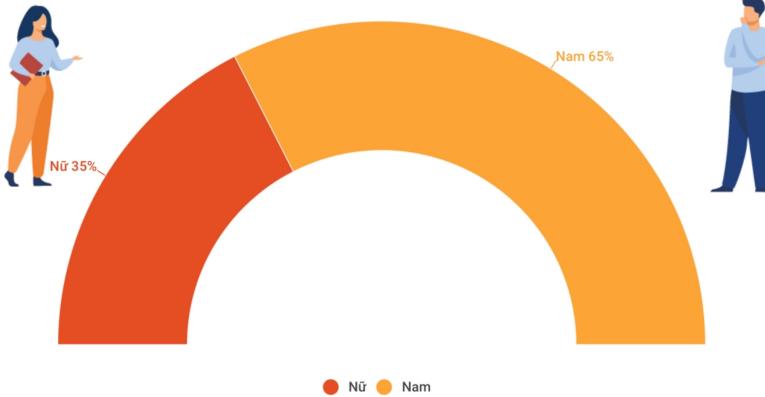
VNG

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

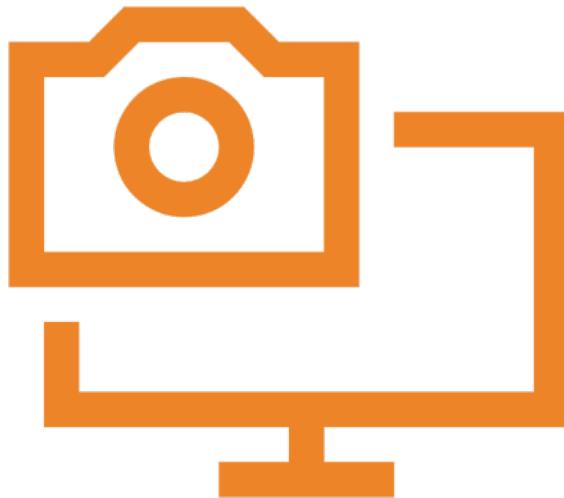


Quốc tịch nhân viên VNG
(tháng 8/2020)



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.

EXECUTIVE SUMMARY

