

TCO Factor	Required Inputs From HR
Acquisition Phase Costs	<ul style="list-style-type: none"> • What are the specific skills and competencies associated with the role that needs to be filled? • Do we have the requisite skills and competencies for this role in-house? • If not, what are the leading sourcing strategies for this role in the talent marketplace?
Execution Phase Costs	<ul style="list-style-type: none"> • Who are the specific competitors for this type of talent? • What strategies do we need to employ to compete for this talent given the competition (this will include compensation)? • What strategies will we need to employ to take steps to confirm the talent is most effective (i.e., training, extensive on-boarding, work shadowing, etc.)?
Conclusion Phase Costs	<ul style="list-style-type: none"> • How long is this role needed for? • Are these skills and competencies required in our long-term talent strategy? • What type of knowledge transfer strategy needs to be in place to keep the requisite skills and competencies in-house for future needs?