

Excerpt from:

Poised for a Talent Management Breakthrough

A discussion of research, practices and programs to recruit and retain a high-productivity workforce

Authored by Christine Swistro
for the Electronic Commerce Coordinating Council
December 2009

The Key is Engagement

Winning the war for talent will rest, ultimately, on how well an organization engages its workforce, how well it builds a bond that is a combination of mind and heart. Engaged employees feel valued, understand their role in attaining the organization's mission, forge bonds with their co-workers, bring a sense of vigor and commitment to their work, and have a sense of loyalty to the organization. Organizations drive engagement by paying attention to the entire realm of the employee's work experience: job satisfaction, career development opportunities, a sense of community, level of enjoyment and alignment of work with mission.

The Hay Group, a global talent management consulting firm, conducted research on the key drivers of employee intent to stay in the organization using a database of more than 1 million employees and hundreds of organizations across industries. The connection between employee engagement and retention is illustrated in these survey results.

Line managers in an organization are uniquely positioned to build employee engagement and training, and supporting those managers to promote engagement is a wise investment. Done well, talent management can have significant positive impacts that translate directly to shareholder or taxpayer value. In some organizations, innovative talent management practices have enabled an increase in productivity of 15, 25 or even 40 percent. Let us hypothesize and translate such an order of magnitude improvement in productivity to your government workforce. What if your social workers carried a caseload of 30 – not 25 – cases per worker? With such a productivity gain, a current caseload of 125,000 cases could be increased to 150,000 without hiring additional social workers. What if your highway engineers could supervise design work on six bridges rather than five? What if public safety officers, inspectors, indeed the whole gamut of public sector employees, could increase productivity by such factors? The impact would be huge.

| Satisfaction with: | Total Percent Satisfied | | Gap (%) |
|---|--|--|---------|
| | Employees planning to stay for more than two years | Employees planning to leave in less than two years | |
| Use of my skills and abilities | 83% | 49% | 34% |
| Ability of top management | 74% | 41% | 33% |
| Company sense of direction | 57% | 27% | 30% |
| Advancement opportunities | 50% | 22% | 28% |
| Opportunity to learn new skills | 66% | 38% | 28% |
| Coaching and counseling from supervisor | 54% | 26% | 28% |
| Pay | 51% | 25% | 26% |
| Training | 54% | 36% | 18% |

Source: The Hay Acquisition Company, Inc. 2006 All rights reserved.

Acknowledgements

The information presented in this paper was gathered from the following sources:

The presentations, data and graphics delivered at the June 19, 2008 eC3 Symposium on Talent Management in Boston, MA:

- “What is Talent Management?” by Breck Marshall, Accenture
- “Transforming HR – From Tactics to Strategy” by Bob Lavigna, Vice President, Research, Partnership for Public Service
- “Successful Government Talent Management Models” by Eva Santos, Director, Department of Personnel, State of Washington
- “PRIDE: A Talent Management Maturity Model – Implications for Organizational Leadership” by Rick Humphress, Public Sector HCM Specialist, ORACLE Corp.
- “What is the Role of IT in Talent Management?” by Dave Gilb, Director, Department of Personnel Administration, State of California
- “Lessons Learned from Talent Management Projects” by Jason Barke, U.S. Office of Personnel Management
- “Building the Business Case for Talent Management” by Bob Bleimeister, IBM

Additional materials gathered from the symposium presenters and their colleagues:

- “HR Management Statewide Report, May 2008” from the Department of Personnel, State of Washington
- “Mid-Management Leadership Academy Overview” from the Department of Personnel, State of Washington

Interviews with symposium attendees and these additional practitioners:

- Sharon Howard, Human Resource Partner, Office of State Personnel, State of North Carolina

Commercially published materials:

- “The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance” by Peter Cheese, Robert J. Thomas and Elizabeth Craig, Kogan Page, 2008.

On June 19, 2008 eC3 convened in Boston, MA, for a symposium on the topic of talent management. The meeting was hosted by Paul Dietl, Chief Human Resource Officer for the Commonwealth of Massachusetts and Bill Kilmartin of Accenture and an ec3 Board Member. Christine Swistro of Swistro Advisors authored the paper.

The paper reflects the work done over the course of the symposium as well as research and contributions before and after the meeting. The speakers at the symposium provided a wealth of information and the ec3 is profoundly grateful for their help both at the symposium and during the writing of the paper. They were:

- Jason Barke, U.S. Office of Personnel Management
- Robert Bleimeister, Partner, IBM Business Consulting Services
- David Gilb, Director, Department of Personnel Administration, State of California
- Rick Humphress, Human Capital Management Specialist, Oracle
- Robert Lavigna, Vice President of Research, Partnership for Public Service
- Breck Marshall, Partner, Accenture
- Eva Santos, Director, Department of Personnel, State of Washington
- Christine Swistro, Swistro Advisors

Other Participants in the symposium were:

PK Agarwal, State of California
Mark D'Angelo, Commonwealth of Massachusetts
Scott DeLuca, Oracle
Paul Dietl, Commonwealth of Massachusetts
Danielle Germain, eC3
Domna Giata, State of Maine
Bill Kilmartin, Accenture
David Lewis, Waterville Consulting
Jeff McCue, Commonwealth of Massachusetts
Sally McNeely, Commonwealth of Massachusetts
Debbie Nye, City of McKinney, Texas
David Perini, Commonwealth of Massachusetts
JD Williams, Oracle
Swee Wong-Wagner, Commonwealth of Massachusetts
Barbara Wooten, Commonwealth of Massachusetts

The sponsors of the symposium made the event possible. We gratefully acknowledge their support of eC3.

