What We Do

People
permanent, temporary, staffing, professional

Training
online, in-person, classes, programs

HR Services
recruiting, prescreening, testing, interviewing

Outsourcing
recruitment process outsourcing, vendor managed solutions

Consulting
HR consulting, research and diagnostics, benchmarking, talent architecture, career transition, organizational consulting

Yes...

• The economy is bad.
• Unemployment is high.
• Market dynamics are constantly changing.
But…

• Economic downturns are cyclical – things will change.
• High potential talent is a competitive advantage for every organization.
• Some market dynamics will always affect the workforce.

89% of currently employed Americans say they will seek new job opportunities when the recession is over.

Source: Career Builder Survey, 2009
Why Retention?

• Talent Disconnect
• Individual Choice
• Technological Revolution

Talent Disconnect

• The retirement of the Baby Boomers.
• A history of lower fertility rates.
• A growing skills gap.
• It’s more than just the hard skills.
In 10 years the number of people in the world aged 65 and older will be greater than the number of people under age 5.

Source: U.S. Census Bureau
Manpower Training Gaps in Basic Skills

Talent Disconnect – Implications

- Agile talent strategies are required to attract and retain talent.
- Critical skills shortages will accelerate the mobility of workers and work.
- Pressure will increase to keep older workers engaged longer.
- Continuous training and development will be required.
Individual Choice

- Technology gives the individual power.
- Multiple generations are in the workplace.
- The Net Generation (aka Gen Y, Millennials) is on the rise.

Individual Choice – Implications

- Companies must better understand individuals’ (of all generations) motivations and preferences.
- Segmented candidate attraction models will be necessary.
- A company’s employer brand and reputation will become increasingly important.
- Individuals will have the ability to take more responsibility for their careers and development.
- The perception is that loyalty is on the decline.
One size fits one!

Technological Revolution

- New ways of getting work done.
- Companies can do more with fewer employees.
- Rapid, unfiltered communication via networks.
- Increased transparency of virtually everything.
Technological Revolution – Implications

- Unsubstantiated information increases the importance of verification, certification and validation.
- Rapidly changing technology increases individuals’ and organizations’ choice of where, when and how work is performed.
- Instant, transparent links increase scrutiny of organizations’ talent practices and reputation.

Rather than focus on metrics and outcomes... concentrate on the things that employees care about most...

Source: Deloitte Research, It’s 2008: Do You Know Where Your Talent Is?
Engagement Factors (which is most important?)

- Total rewards
- Emotional reward
- Status and identity
- Fit and belonging
- Trust and integrity

In Order

<table>
<thead>
<tr>
<th>Engagement Factors</th>
<th>Question 1</th>
<th>Question 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fit and belonging</td>
<td>Do I feel wanted?</td>
<td>Are my interests/values consistent with other in the company?</td>
</tr>
<tr>
<td>Status and identity</td>
<td>Am I proud to belong to the organization?</td>
<td>Do I think I am a part of something else?</td>
</tr>
<tr>
<td>Trust and integrity</td>
<td>Will my interests be taken into account?</td>
<td>Do I owe the organization for the good things it has done for me?</td>
</tr>
<tr>
<td>Emotional reward</td>
<td>Am I happy with what I do?</td>
<td>Do I feel like a full and effective participant in the organization?</td>
</tr>
<tr>
<td>Total rewards</td>
<td>Do I believe this organization provides with unique total rewards?</td>
<td>Are my rewards fair?</td>
</tr>
</tbody>
</table>
What Employees Expect

- Interesting, challenging work
- Open, two-way communication
- Opportunities for growth and development


Building Talent

- Develop
- Deploy
- Connect

Source: Deloitte Research, It's 2008: Do You Know Where Your Talent Is?
How Do People Learn Most?

- 67% when working together with a colleague on a task.
- 22% when doing their own research.
- 10% when a colleague explains something personally.
- 2% through a manual or textbook.

The Engaged Employee

- Help employees manage information overload.
- Redesign jobs and working conditions.
- Provide them with the tools they need.
- Ensure they are effectively developed and well-deployed.
- Examine the deployment and development of the people tasked with leading others.
Work largely happens “off the organizational chart” through informal networks. The glue that binds people together is trust.

Building Blocks to Retention Strategy

- Relationships
- Better recruiting strategies
- Morale
- Respect
- Motivation
- A level playing field
- Trust
Retention Strategies

• Pay/Compensation
• Benefits
• Career Development
• Training
• Communication
• Mentoring Programs
• Work/Life Balance
  – Acknowledge non-work priorities
  – Offer work scheduling options
  – Make it acceptable to use these benefits

• Attraction of a diverse workforce

• Managing and motivating the multi-generational workforce
Retention/Motivation Idea Resources

- recognition.org
- incentivemag.com
- kudoz.com
- meaningatwork.com
- nelson-motivation.com
- worldatwork.com

Thank you!

- Beth Herman
- 770-391-1204
- Beth.herman@na.manpower.com
- http://us.manpower.com/
- http://press.manpower.com