

# Integrated Talent Management

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Slide 1



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## Integrated Talent Management

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London  
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## Agenda

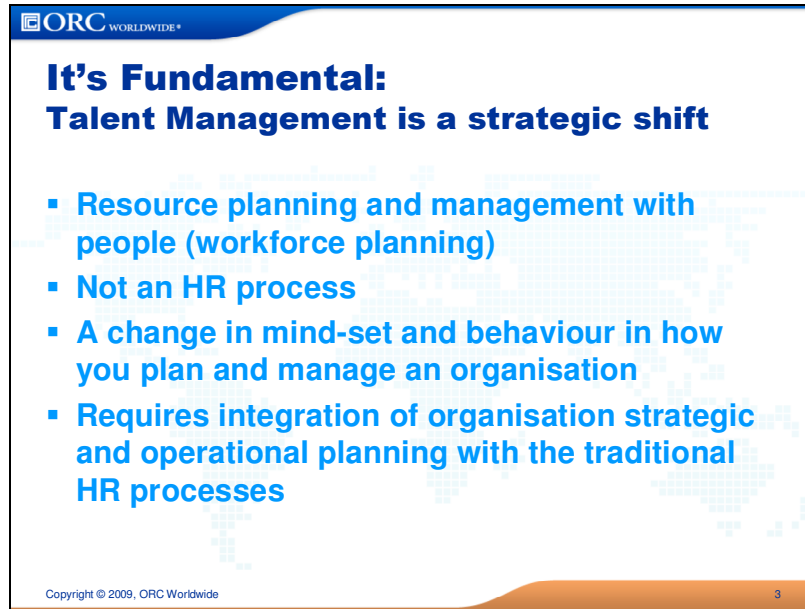
- Talent Management is a fundamental strategic shift
- What is required
- Talent Management in humanitarian assistance and aid organisations
- Summary

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### **It's Fundamental: Talent Management is a strategic shift**

- **Resource planning and management with people (workforce planning)**
- **Not an HR process**
- **A change in mind-set and behaviour in how you plan and manage an organisation**
- **Requires integration of organisation strategic and operational planning with the traditional HR processes**

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### **It's Fundamental**

- **HR becomes a critical element of strategic and operational planning**
- **Strategic and operational planning drive key HR processes related to people:**
  - 1. Recruitment and Retention**
  - 2. Management**
  - 3. Motivation**

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### What is required?

- Have to know what your organisation is good at (competitive advantage)
- Have to know how to translate that into talent requirements (what constitutes talent in the broadest sense)
- In “Best in Class ” Performing organisations
  - Number 1 or number 2 strategic objective is talent acquisition and retention

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### What is required?

- Moving HR from a control function to a planning and retention function
- Redefining recruitment and staffing into workforce planning and management
- Recruiting and staffing is a competitive weapon

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 **Talent Management in Humanitarian Assistance and Aid Organisations**

*Some Findings, Data, and Observations*

- **Ready to lead? Next generation of leaders** Speak Out, Partnership of Annie E. Cooney Foundation, The Meyer Foundation, Idealist.org, and CompassPoint (6,000 interviews)
- **ORC Worldwide Benchmarking “Lessons Learned”** with 20 Leading International NGOs that had experienced significant growth in the last 5 years
- **ORC Worldwide Compensation design and job market pricing work in the NGO sector**

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 **Talent Management in Humanitarian Assistance and Aid Organisations**

Ready to Lead

- **Retention and motivation are driven by the opportunity to grow, learn, face new challenges, and become excellent at what you do**
- **Want to work for an organisation that recognises that and encourages it**
- **Some of the barriers are:**
  - Lack of career ladders
  - Inability to see the way to growth, opportunity, challenge
  - Personal sacrifice and work/life balance
  - Earning power in the family formation stage of the life cycle
- **Dissatisfied with where they are and are thinking of moving elsewhere, but in the sector**

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### Talent Management in Humanitarian Assistance and Aid Organisations

ORC Benchmarking

- **Best practices in Growth-mode driven organisations:**
  - Well-developed Strategic Planning Process
  - Acquisition and Retention of key talent was a key part of and a key priority in the strategic plan
  - That priority was driven by the Senior Leadership Team
  - Global Strategic Management of the HR function
  - Strategic flexibility in the location and deployment of talent
  - Talent attracts talent
  - Talent attracts financial resources

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### Talent Management in Humanitarian Assistance and Aid Organisations

ORC Benchmarking (cont.)

- **Strategic Program Focus**
  - Know or define what you are good at
  - Know what talent you need
  - Get and retain the talent
  - Stay focused
- **Opportunism also works**
  - Talent still critical

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### Talent Management in Humanitarian Assistance and Aid Organisations

ORC Compensation Consulting

- Asking the question, “Are we competitive?”
- NGO pay moving faster than private sector pay
- Private sector pay is interacting in some cases
- Some pay markets are Global/Regional

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### Talent Management in Humanitarian Assistance and Aid Organisations

ORC Compensation Consulting (cont.)

- Pay differential for certain categories of talent
  - Program technical specialists
  - Key leadership
  - IT infrastructure specialists
  - Globally experienced field staff
  - Project specialists
  - Crossover talent

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### Talent Management in Humanitarian Assistance and Aid Organisations

ORC Compensation Consulting (cont.)

- **Why Compensation in a Talent Management discussion?**
  - Compensation is the market “price” or measure of talent competition
  - Interventions and interactions between talent shortages and compensation markets

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### Summary

- **There is something to the talent management issue**
- **It is increasingly a global issue**
- **It is probably more important in the NGO sector than the private sector**
- **There may be further to go because of the current state of Strategic Planning and HR Strategy**
- **Now is the time; the downturn is our opportunity**

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