



Cape Cod Human Resources Association

HR NEWS

Cape Cod Human Resources Association P.O. Box 665, Hyannis, MA 02601

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www.cchraonline.com

Meeting Review

Strategic Talent Management

Peggy Holtman helped us to understand the importance of strategic talent management and introduced us to proven techniques of optimal recruiting, development and retention of key talent.

Ms. Holtman suggested an integrated approach to talent management which includes having a business strategy, a talent strategy and a talent management system. These will all lead to positive business results.

In building the business case for talent management the key questions to consider are: Why would someone want to work for your company? Who is your key sponsor(s)? What critical skills do you need? Have you defined entry requirements for the talent pool and know what you are looking for? And do you know who your high flyers or high potential employees are?

Ms. Holtman says you "have to be able to tell a story. It's branding." So it is important to determine your employee value proposition (EVP). What does your company offer that would appeal to qualified prospects and drive employee satisfaction? For example; great company, great leaders, great jobs, and attractive compensation.

One way to do this is conduct a round table with key leaders asking each to tell what they believe the EVP is. How cohesive are the propositions? Then determine 2-3 company values and create a 3-minute "elevator speech."

Other key actions are:

- Assess how strong your EVP is today by analyzing attrition rates, acceptance rates and quality of new hires.
- Understand who your talent competitors are and compare their EVPs to yours.
- Decide which elements of your EVP you are going to improve. Then act on the ways you will strengthen it.

Take a moment to determine who your "Pivotal Talent" is. In other words, according to Ms. Holtman, "what are the positions that if someone left you would be physically sick?" Do you have a back-up or succession plan? She provided us with the example of Disney who determined the street sweeper is the pivotal role at the park because they handle emergencies such as lost children or medical issues.

"Where is the talent most critical? Are you going to buy it or build it?" It is important to define what high potential is for the purposes of recruiting and developing employees.

CALENDAR OF EVENTS

This Season's Speaker Series
Building A Strong Workforce

December 4, 2008 7:30 am

Kathryn Murphy
Legal Update: Wage & Hour Laws

Ms. Murphy practices labor and employment law emphasizing wage and hour, employment discrimination, employment contracts, and related litigation at the firm of **Murphy, Hesse, Toomey & Lehane**. Prior to joining the firm, Ms. Murphy served three years with the Office of the Attorney General of the Commonwealth of Massachusetts. Ms. Murphy worked two years as an Assistant Attorney in the Fair Labor Division where she handled criminal and administrative enforcement of labor laws including wage and hour, public construction, health and safety, child labor, unemployment taxation, and workers' compensation insurance. Before joining the Fair Labor Division, Ms. Murphy worked in the Attorney General's Public Protection area where she provided specialized financial support in fraud cases.

Ms. Murphy has been a member of the Office of the Attorney General of the Commonwealth of Massachusetts' Wage and Hour Advisory Committee, the Attorney General's Child Labor Task Force, and the Massachusetts Attorney General's Home Health Care and Home Care Task Force. Ms. Murphy is a member of the Massachusetts Bar Association's Labor and Employment Section and various other professional associations.

Ms. Murphy graduated *cum laude* from Suffolk University Law School where she served on the International Law Review and previously practiced as a Certified Public Accountant.

Holiday Inn, Route 132 Hyannis

Meeting Review, Cont.

Once a high potential employee is hired it is important to orient him/her to the company and position. Key components include:

- Strategic priorities and operational plans.
- Relationship building with the team.
- Getting to know the key stakeholders.
- Setting performance goals and objectives – managing expectations.
- Executive development.
- Human resources support.

Establishing a meaningful development plan for employees is important. They work if they are:

- Clear, focused and specific.
- Address strengths and gaps.
- Don't try to address too much.
- Real on-the-job activities.
- Meaningful to the employee.
- Supported by the manager.
- Monitored throughout the year.

According to the Center for Creative Leadership 70% of development takes place on the job. 20% is learned from others such as coaches and co-workers. 10% is through courses and reading.

Ms. Holtman suggests an activity by Marshall Goldsmith to create a development plan. Pair employees to identify skills they can improve and then practice those skills on-the-job.

If you want to retain talent you must engage them. The cost of losing talent is high when you consider recruiting costs, training and development, morale, productivity loss, turnover of other staff, mistakes and missed opportunities.

Margaret P. Holtman is President of Margaret P. Holtman & Associates LLC. She consults on all aspects of leadership development. She can be reached at mph819@aol.com

Scholarships Available

The Scholarship Reimbursement Program is available to CCHRA members and students who are residents of Cape Cod pursuing education in Human Resources.

Apply today at

www.cchraonline.com. ■

Resources

Web Sites

Hollister
www.hollisterstaff.com

Center for Creative Leadership
www.ccl.org

Disney Institute
www.disneyinstitute.com

Marshall Goldsmith Library
www.marshallgoldsmithlibrary.com

www.Capebusiness.net
Cape Business calendar is updated daily to report upcoming, significant business events.

Books of the Month

Love 'Em or Lose 'Em; Beverly Kaye, Sharon Jordan-Evans

The War for Talent; Helen Handfield-Jones, Beth Axelrod

Upcoming Events

The Massachusetts Conference for Women: December 11, 2008
Boston Convention Center
www.maconferenceforwomen.org

MEMBER SPOTLIGHT

Chris Blanco has over 10 years of experience in the Human Resources industry, previously serving as a Sales Manager, Northeast Regional Training Manager, and Safety and Staffing Manager for PepsiCo's Frito-Lay division. He is currently utilizing his vast experience and understanding of Human Resources as an Account Executive in the HR Division at Hollister, a Boston-based Staffing firm.

Chris' passion for the staffing industry and for Hollister extends beyond his role as Staffing Consultant and runs deep within the core values and culture of the company. Through his volunteer work with Everybody Wins! (Hollister's on site non-profit organization), the MS Foundation, and the Special Olympics, Chris is able to deviate from the transactional nature of the staffing industry and focus on relationships. He is driven daily by his passion to build these relationships with Massachusetts professionals and guide them through the many job market obstacles and to the next career opportunity.

Membership

Dues are \$60/\$165. For more information contact Laura Johnson, Membership Chair at ljohnson_ma@hotmail.com or 508-385-3009.

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