

Recruiting and Retaining Diverse Talent In The Supply Chain

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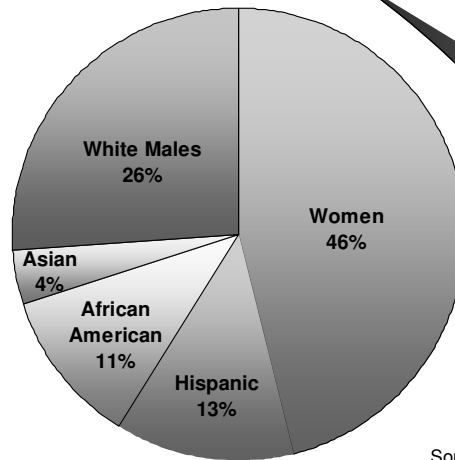
Recruiting and Retaining Diverse Talent In Your Supply Chain

- Changing Demographics
- Assessing Current Talent
- Recruiting New Talent
- Retaining Your High Potential Talent



Demographics

Current U.S. Workforce



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Source: Bureau of Labor Statistics

Changing Demographics

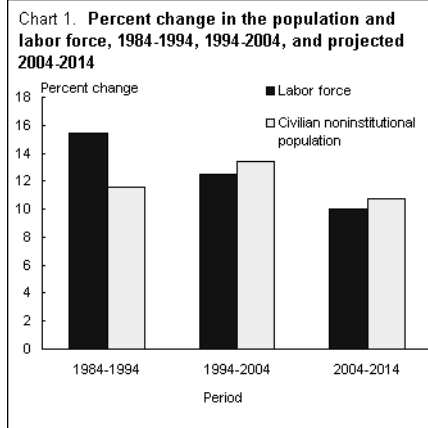
Immigration

- One In Seven U.S. Workers Were Immigrants In 2005
- Foreign-born Workers Accounted For One-half Of The Net Labor Force Growth In 2005
- U.S. Technology Challenge

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Changing Demographics

Aging U.S. Population



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Demographics

- Workforce Becoming Much More Diverse
- Workforce Becoming Much Smaller
- Talent Management Becomes an Imperative

Supply Chain Management

- Globalization
 - Technology Impact
 - Off Shoring of Manufacturing Sector
- Competition
 - Emerging Markets
 - Pressure to Lower Costs

Supply Chain Management

State of the Function

- Job outlook is high as more companies expand overseas and increase pressure to lower costs.
- Overall purchasing and supply chain management is a hot field right now.

Implications for SCM

Make Talent Management A Burning Priority

- Assess Current Talent Aggressively
- Recruit And Develop New Talent
- Retain Talent

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Assessment

- 78 percent of corporate officers believe that managers should be accountable for the quality of their people.
- Only 7 percent think their companies actually do this.

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Source: McKinsey & Co.

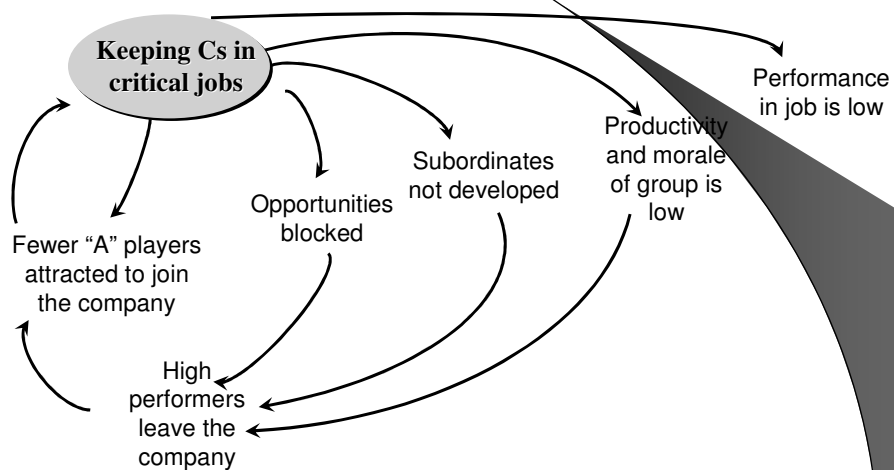
Assessment

- Only 16 percent of executives strongly agree that their company knows who the high and low performers are.
- Only 3 percent thought their companies removed low performers relatively quickly.

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Source: McKinsey & Co.

Assessment



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Source: McKinsey & Co.

Assessment

- Evaluate Current Talent
- Identify “Star’s” and “C’s”
- Anticipate Future Talent Gaps

Recruitment

Factors That Impact The Ability To Recruit

- Job Scope And Responsibility
- Perception Of The Organization
- Compensation
- Willingness To Move
- Ability To Tap Into All Talent Pools

Recruitment

Job Scope and Responsibilities

- Identify Required Competencies
- Experience Vs. Capabilities
- Characteristics To Fit Corporate Culture

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Recruitment

Perception of the Organization

- Employer Brand
- Openness to Diversity
 - Diversity of Executive Staff/Board
 - Diversity Initiatives
 - Awards and Recognition

Recruitment

Compensation

- Industry and Functional Benchmarks
- Performance Measures Tied to Compensation
- Future Opportunities

Recruitment

Willingness to Move

- 9/11 - Productivity Gains – U.S. Economy
- 20% Voluntary Turnover in 2004 (BLS)
- 2005 SHRM Study
 - Estimated 76% Of Workforce Is Looking

Recruitment

Ability To Tap Into All Talent Pools

- Flexibility In The Marketplace
- Understanding Of Diversity Markets
- New Markets For Talent

Retention

Golden Rules

- Competitive Salary
- Competitive Benefits
 - Healthcare
 - Vacation and Holidays
 - Tuition Reimbursement

Retention

Developing Commitment

- Autonomy/Responsibility
- Recognition For Contributions
- Aligning Company/Employee Interests

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Retention

Autonomy/Responsibility

- Opportunities To Share Knowledge
- Involvement In Decisions
- Training And Cross-training
- Communicate Goals

Retention

Recognition for Contributions

- Offer Performance Feedback
- Recognize Excellent Performance
- Link Performance to Compensation
- Celebrate Success

Retention

Aligning Interests

- Demonstrate Respect
- Make Work Fun
- Work/Life Balance
- Staff Adequately
- Nurture and Celebrate Organization Traditions

Summary

- War for Talent Heating Up
- SCM Function Hot Field
- Talent Management Imperatives
 - Assessment
 - Recruiting
 - Retention