



OCTOBER 2006

Outplacement Redefined



The talent supply-and-demand equation has changed the way companies view the talent life cycle.

Transition

New Imperative of Talent Transition

Does your organization view outplacement as an unnecessary cost? If so, it's time to re-arm yourself for the talent war by redefining your talent transition process before your competitors win the battle for top talent.

The talent supply-and-demand equation has changed the way companies view the talent life cycle and talent management process from sourcing to transitioning employees. It is also transforming the way companies treat departing employees. (cont'd. on page 2)

RESUME BANK

Looking for employees? Visit www.rwcaldwell.com and click on resume bank. Using our search feature, you will be able to identify individuals quickly by function, salary range, and/or keywords. After reviewing the summary of candidates, you are able to download the complete resume *immediately*. Resumes are updated daily, and newly added candidates are flagged for two weeks. For added value, we have a direct link from the RWCA Resume Bank to the global CPI resume database, enabling you to expand your search worldwide.

Have a position you want to advertise? Click Post-A-Job, linking you to a form asking for detailed information about the position. If you need further information or direction, contact Jackie at 716.632.7662 or 877.297.0468.

Develop

Premier Coaching Program

Coaching Services Via CPI Network

The performance of an entire organization can be enhanced by coaching a few senior executives, newly hired or relocating key performers, or future leaders with growth potential. Anyone in a position to influence the present or near future success of an organization is a candidate for one-on-one coaching.

While one-on-one coaching will improve organizational effectiveness, "one size does not fit all." Companies

and individuals differ and that is why the first step in CPI/RWCA's coaching program is a meeting between company, candidate, and coach to **identify organizational needs and establish candidate-coach compatibility**. While our initial selection of a coach is usually on the mark, we have seven other local coaches if we miss for any reason. In addition, Career Partners International (www.cpiworld.com) has launched a nationwide (cont'd. on back page)

Thank You for Celebrating With Us

We extend a sincere thank you to those who shared in our 20th anniversary celebration at the Fallsview Resort and Casino in Niagara Falls. Career Partners International conducted their quarterly meeting and seized the opportunity to meet several friends and clients of their local partner. Those in attendance were treated to an afternoon filled with great food and lively discussion centered on a panel presentation addressing Employee Retention and what local companies are doing to retain their best and brightest talent in this ever-tightening labor market.

Excellence In Leadership

The fall semester class of Excellence In Leadership (EIL) was once again filled to capacity. Several students were encouraged to attend as a direct response of previous participants who experienced a fast-paced, hands-on program. Each session, participants tune into the **three critical leadership factors of purpose, mission, and alignment**. Using real work examples, scenarios, and activities, key concepts are presented and experiential learning occurs.

Entry-level through mid-level supervisors and managers who want to strengthen their leadership effectiveness are welcome to preview a class. For further information please contact Mark Weigel as we are currently accepting applications for the winter semester with classes beginning January 2007.

Transition

Outplacement Redefined (cont'd. from page 1)

Treating transitioning employees with respect and dignity sends a message to employees that regardless of the reason for departure, every employee is valued.

Gone are the days of viewing employees as a depreciated asset to be discarded.

Human resources is now human capital – an investment to be grown and treasured for the long-term profitability of the organization.

When employees leave a company voluntarily or involuntarily, rather than ex-employees, they become alumni. Indeed, the relationship with alumni is becoming as important as the relationship with candidates and employees – one to be nurtured for future referrals and even potential re-employment.

Alumni Matter. How does this shift in talent strategy change the way companies view outplacement? No longer an afterthought, **outplacement is a vital service in the career development continuum and the talent life cycle.**

Patricia Mitchell, senior vice president with Texas Medical Center, commented, "Employee transitions must be handled with the same care and concern as the candidate selection and hiring process itself." Departing employees are not depleted resources but rather talent re-entering the pool of potential candidates on which the organization must draw for its ongoing success and future growth.

Recruiting Strategy *More than 30 percent of new hires are referred by employees or alumni.* Increasing that percentage is the most viable and cost-

effective strategy for organizations to find the top talent they seek for continued profitability and growth. Providing professional and custom talent transition services is an investment in the ongoing relationship with departing employees, or alumni. Ensuring that the company provides the appropriate level and quality of services to departing employees is essential to a positive ongoing relationship with those alumni.

Talent Relationship Management

The growth of the contingency workforce, the talent war, and the realities of the increasingly project-driven and global economy have made outplacement and talent transition an essential service in progressive and successful corporations. In fact, similar to customer relationship management, the best practice organizations are developing a talent relationship management process that **elevates candidates, employees, and alumni to the valued status of internal customers!**

An excellent example of this customer-centered philosophy is demonstrated in Ernst & Young's innovative alumni relationship program. Sharon Kirchoff, director of alumni relations for the Gulf Coast area, shares: "Ernst & Young highly values its transitioned employees or 'boomerangs.' We recognize that in today's competitive job environment maintaining communication with our alumni gives us a competitive advantage.

These relationships support both recruiting and business development efforts. Our formal alumni relationship program includes online and live career and networking resources that facilitate an ongoing dialog. It is not only popular with our alumni, we believe this initiative also reinforces our overall talent management philosophy that places a high value on each employee and ultimately improves retention."

Retaining employees is a key business imperative and treating transitioning employees with respect and dignity sends a message to them and remaining employees that, regardless of the reason for departure, every employee is valued. Whether the job market is hot or not, the **need to provide a professional transition process and to maintain positive relationships with transitioning talent** – internally and externally – does not change. Indeed, alumni may be your best source for the next top candidate by referral or direct hire. Treat them as if they are a prime customer whose product or service needs have shifted, and you will reap the reward in future returns on positive talent relations.



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Organizations need to set goals and strategies that will bring in new ideas, experiences, perspectives, and skills while at the same time maintaining sufficient organizational memory through the development of current resources.

Attract & Retain

Recruit... Retain...or Both?

Recruiting and Retention are not really distinct choices as much as they are two co-equal sides of the same record. (For those readers from the "newer" generations, that reference is to black grooved disks with a hole in the center where we "ancients" used to store our music.)

The answer to the question posed is obviously "both." **The real question then becomes what is the right mix.** And . . . the answer is far from clear. The extremes leave us with either an incestuous organization where openings, other than the entry-level, are filled exclusively with internal candidates – and few new ideas work into the culture; or one where practically all openings are filled from the outside – sacrificing any semblance of a culture rooted in its history.

Organizations need to set goals and strategies that will bring in new ideas, experiences, perspectives, and skills while at the same time maintaining sufficient organizational memory through the **development of current resources**. Where is the balance?

The first and most necessary step to effective recruiting is to retain the talent and skills you already have. On average, the direct cost of recruiting is 2.5 times the position's annual salary. If so much time and money is spent principally to replenish the skills and talent of those who have walked out the door - that is a terribly inefficient use of both. Obviously, if some of those resources could be used to address the causes of the turnover in the first place – all the better.

The very tools we can use to hold onto and develop existing talent also aids most in successful recruiting. Three considerations are presented here:

Competitive compensation and benefits offerings: A balance must be struck between what you pay for the talent you have and what you are prepared to pay the talent you are trying to attract. It's the search for this elusive "holy grail" that causes the most hair loss among HR professionals and recruiters. (see picture above)

It seems that once we get even close to reaching at least a semblance of internal equity among our existing jobs and classifications, we then face "sticker shock" when venturing into the market place to shop for new talent. Distortions in how various skills and talents are valued out there evolve far more quickly and frequently than we can react to in our internal processes.

We try to build a compensation system that is rational and adequately rewards existing employees' efforts, competence, achievements, and longevity - and incents their continuing development and loyalty. Yet we occasionally have to reconcile this with market realities when we try to bring in new talent who has yet to "earn their spurs." (By the way - this concept of "loyalty" does not exist as a separate element. It's really more a metric of effective recruiting and retention processes – how long employees are willing to stay, given all the other factors.)

Efforts to strike an appropriate balance between external and internal forces often places great pressure on our sense of well-being; and requires on-going attention. Failure to reach an accommodation usually makes recruitment harder and accelerates the turnover problem – to say nothing of the impact on employee morale.

Measuring and Defining Performance Criteria What are the expected (or hoped for) outcomes of recruiting and retention efforts? How are they measured and translated into action? Measuring "quality-of-hire" traditionally considers factors such as time-to-fill and cost-per-hire. But these are secondary considerations for the hiring manager.

A more relevant assessment must also account for the time it takes for the new hire to reach expected performance levels; and the cost of "bad hires." (cont 'd. back page)



Talent Management Cycle

Attract · Retain · Develop · Transition

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Attract & Retain

Recruit...Retain...or Both? (cont'd. page 3)

Think of this latter metric as equivalent to the costs of rework, scrap or returned goods factored into the measurement of productivity used in manufacturing sectors.

The **recruiting and hiring process does not end with the candidate's first day of work**. Continued tracking of new-hires over time, as a distinct group - using performance appraisals, promotions, and raises, among other measures - provides useful feedback on the effectiveness of the recruiting process. Clearly, these same measures, along with periodic employee satisfaction surveys, are necessary to retain existing talent as well.

Poor leadership has often been cited among the principal causes for employee turnover – and mostly among the more talented (and therefore less tolerant) members of the workforce. Those whose skills have value in the broader marketplace are in a better position to express, “I don’t need this!” in reaction to a culture based on poor management practices and style.

Theory “Y” organizations- those built on an assumption of the worker’s self-valuing of the work experience and desire to contribute to organizational effectiveness - require an approach to leadership that sees its role more a facilitator than a “boss.” It’s one thing to value talent in the recruiting process, and in efforts to retain what exists; but quite another when the approach to management assumes that such talent must be controlled under an authoritarian hierarchy – with the effect that such essential resources are stifled.

Newcomers often have a honeymoon period. The **weaknesses of leadership don’t often show during the courting period** and only becomes revealed over time. By then, the problem of retaining this new talent is folded into the on-going one of turnover. And the process repeats itself.

We have not been able to offer here any specific tactics suitable for all to strike the proper balance between recruiting and retention. Each organization is different, facing different markets with differing internal approaches to identifying talent and rewarding their contributions. Each is also at a different point along the transformation toward becoming a “Theory Y” organization. We can only hope to have made the point that in the real world – **both recruiting and retention of talent are necessary activities**. Hence - they share many common cures and dynamics.

Develop

Coaching Services Via CPI Network (cont'd. page 1)

coaching business with one hundred professional coaches available for individual and/or multi-site coaching projects (watch for more information on this new CPI talent management product in future correspondence from CPI/RWCA).

Coaching is a process, a necessarily delicate and flexible one, but a process nonetheless; corporate pre-planning/planning, assessment, individual action plan development, coaching, evaluation of outcomes against plan, and follow up. It is not rocket science but it works. CPI/RWCA’s criteria for inviting coaches to join our team are simple.

First we want **corporate, real life experience**; someone who has “been there, done that.” Then we look for **successful coaching experience**; developing coaching skills with a client’s employees is not what we do. Finally, an **advanced degree**, preferably in organizational development, organizational effectiveness, or human resources is a big plus. A word about “certification.” Literally hundreds of coaching certification “institutes” sell credibility for a fee. While we are not against certification, its value is more for marketing than it is for achieving successful coaching outcomes. Caveat emptor.