

# Human Capital Strategy: Surviving the Three R's – Re-Assessment, Retrenchment and Re-Engagement

Presented by:  
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*and*  
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In collaboration with Jill Springer, JSHRC

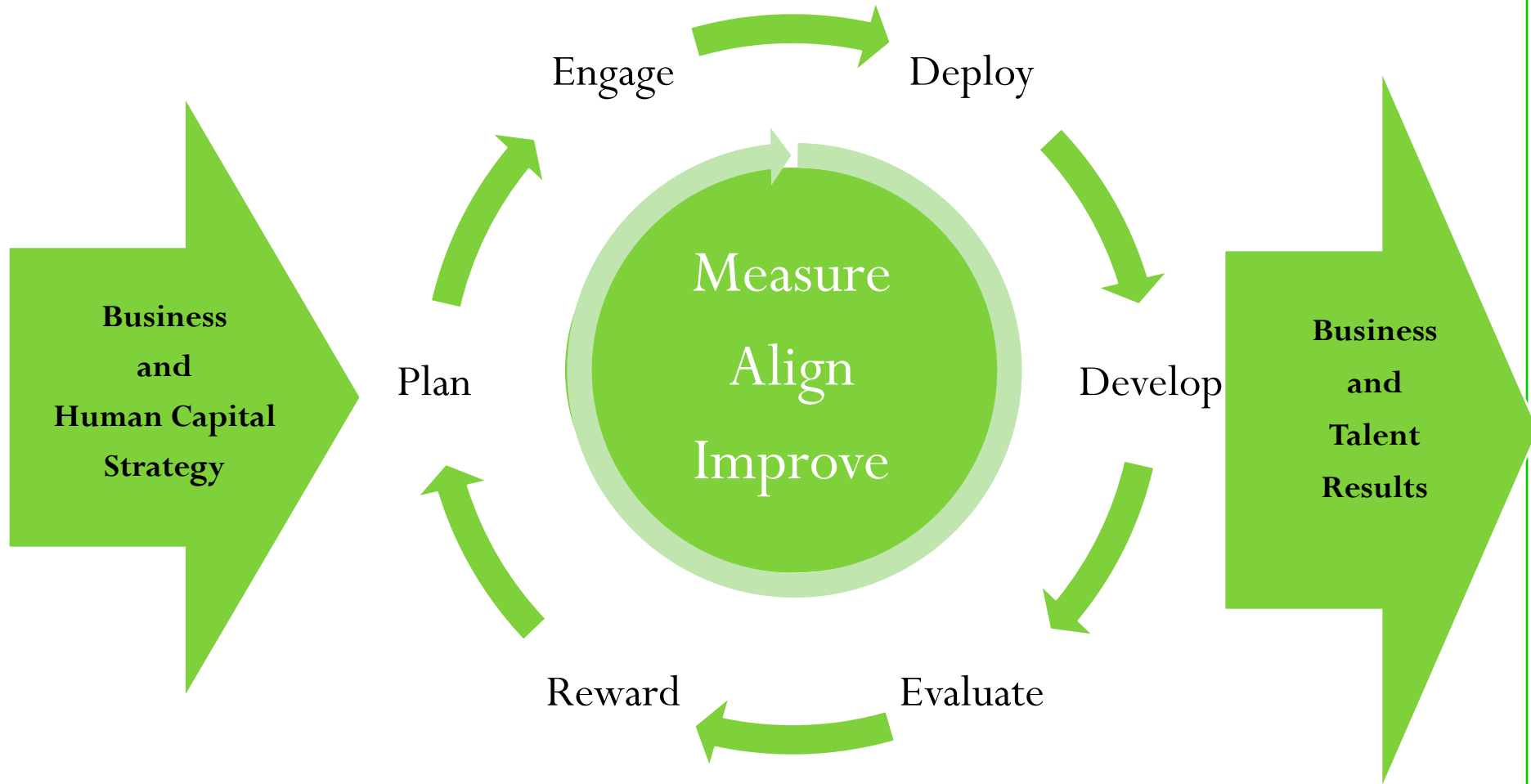
# Agenda

- ❑ **Introductions - Consultants**
- ❑ **The Context to the Topic**
  - **The Integrated Talent Management Model**
  - **Highlights of the Engagement Survey Results**
  - **Example of Low Cost – High Impact Actions**
- ❑ **The Three R's**
  - **Re-assessment**
  - **Retrenchment**
  - **Re-engagement**
- ❑ **Appendix**
  - **Definitions of terms**
  - **Engagement Survey Results**

# Jennifer Green, Principal Green Global Resources

- ❑ Jennifer Green is Principal and CEO of Green Global Resources, a Human Resource Consulting firm focused on helping companies to assess, plan, and engage the right people in the right roles at the right pay and cost to the Company.
- ❑ Jennifer has over 25 years of experience in HR Senior Leadership roles as a Generalist and Specialist in Global Total Rewards and Workforce Planning, Business and Organizational Development at Synopsys, Seagate, Syntex (Rosche), and KLA -Tencor. Some of the clients she has worked with include: Netflix, Magellan Navigation, Accuray, BEA Systems, Time Warner Cable (TWC), and the U.S. Department of the Navy (USDN), civilian division.
- ❑ Asked to regularly speak on related topics at Northern California Human Resource Association (NCHRA) sessions, National Foreign Trade Conference (NFTC) HR conferences, and San Jose State Professional Development HR courses. Learn more at: [www.greenglobalresources](http://www.greenglobalresources), or contact her at [jennifer@greenglobalresources.com](mailto:jennifer@greenglobalresources.com)

# Integrated Talent Management Aligned with Business Strategy



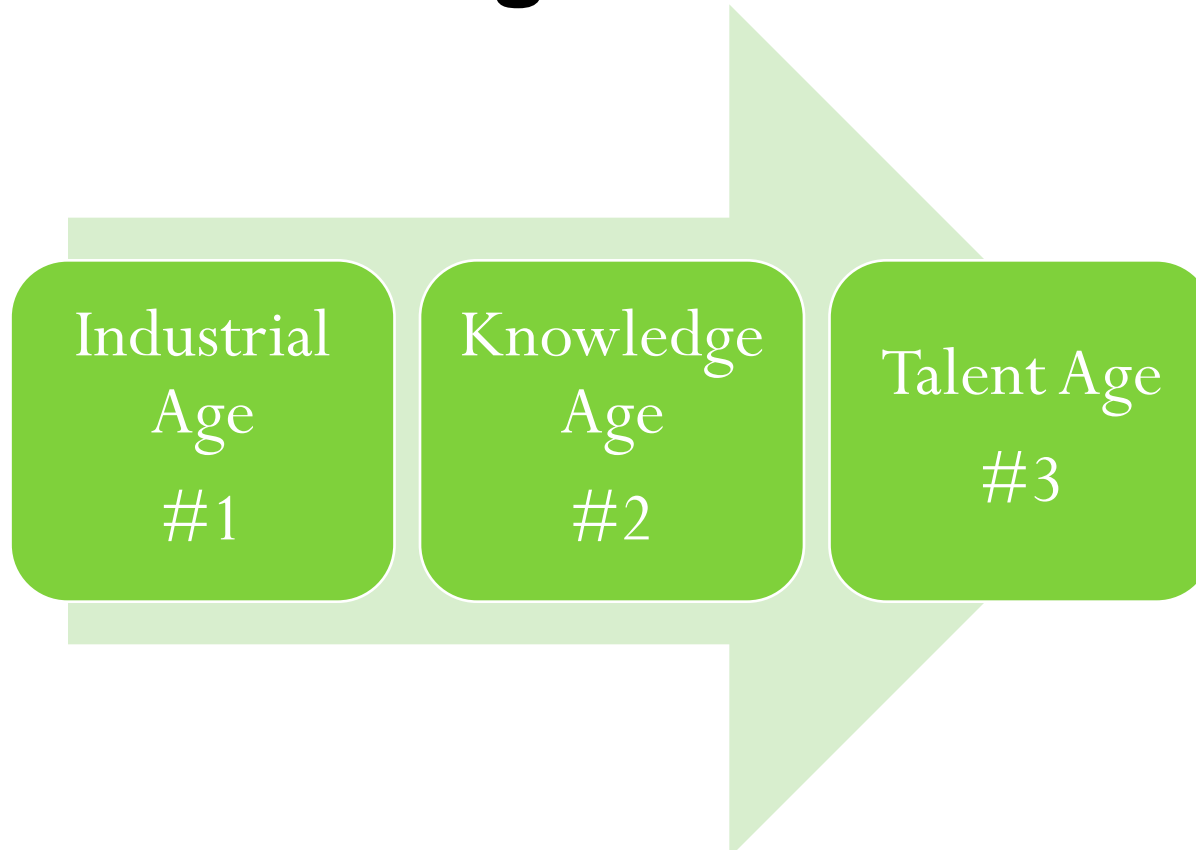
# Jill Springer, Principal (JSHRC) Human Resource Consulting

- ❑ Jill Springer is a well known Human Resources executive, consultant and advisor to corporations, entrepreneurs and venture capitalists. Over the past 30 years she has consulted on business issues to commercial, technical and consumer companies in the United States, Europe and Asia. She is known for her well grounded, clear, straightforward and operationally focused plans in support of the business or strategy. Solutions can vary from corporate level strategic advice through the implementation of process enabled change. Springer has a proven track record in shaping, designing and implementing solutions for companies such as: Applied Materials, Apple Computer, KLA-Tencor, Taiwan Semiconductor Manufacturing Company and Infineon Technologies.
- ❑ Her valuable expertise is in:
  - Management Assessment
  - Communication Strategy
  - Operational Improvement Programs
  - Leadership Development
  - Change Management
  - HR Technology Strategy
  - Organization Redesign
  - Executive Coaching
  - HR Shared Services

# Pi Wen Looi , Principal Novacrea Research Consulting

- ❑ **Pi Wen Looi is the founder and principal of Novacrea Research Consulting. She is an expert in employee engagement, employer branding, and best employer research and is a licensed facilitator of The Coaching Clinic®. She has more than 12 years' experience in employee research, talent management consulting, and meeting facilitation. Her clients have included start-ups, Fortune 500 companies, and nonprofit organizations.**
- ❑ **Previously, Pi Wen worked at Hewitt Associates where she led a global research team that studied the characteristics of best employers worldwide. Pi Wen is fluent in English, Mandarin, and Cantonese. When she's not consulting or writing, Pi Wen enjoys capturing myriad human expressions through her camera lens.**
- ❑ **Pi Wen received her Ph.D. and Master's degrees in applied quantitative psychology from Ohio University and her B.S. in mathematics from the National University of Singapore. She is a member of the American Society for Training and Development (ASTD) and Northern California HR Association (NCHRA). Learn more at [www.NovacreaResearch.com](http://www.NovacreaResearch.com).**

# Moving Toward the Talent Age



*“Companies flounder today because first generation leaders are working in second generation companies working on third generation problems.” \* Ralf Schneider, PwC*

# Key Trends in Silicon Valley and Beyond

- ❑ Companies are “Hunkering Down” and reducing their Human Capital Expenses (which are a significant portion of their Operating Expense Budget) through layoffs, furloughs, cutbacks in salaries, increases, and bonuses – Everyone is being impacted!

While at the same time.....

- ❑ Growth in Information Technology - The Internet and Web 2.0, Social Networks, Wiki's, and 3D software

# Key Questions

- What is most likely to accelerate the performance of your company in the near term and over the next few years?
- How is the Company planning on changing its operating model, its business model, and its management model to meet the accelerated pace of change in the information technology economy?
- What impact will these changes have on your human capital strategy?

# **What Employees Want and What Companies Are Offering**

**Highlights of January Survey Results  
Hosted by survey.com – Created by Green Global  
Resources and Novacrea Research Consulting**

# Survey Findings and Recommendations

## What Employees Want...

### ☐ Communications

- Two-way communications
- Kept informed of company happenings
- Personal-company value alignment

### ☐ Work/life Balance & Affiliation

- Flexibility of work schedules
- Feeling connected (socially) with coworkers

## What You Can Do...

### ☐ Communications

- Establish a communication strategy
- Leverage technology (e.g., Web 2.0, Wiki, blogs)
- Communicate company mission and values

### ☐ Work/life Balance & Affiliation

- Support a flexible schedule program
- Explore implementing an internal social networking site

# Survey Findings and Recommendations

## What Employees Want...

### □ Career Dev. & Advancement

- On-the-job learning opportunities
- Lateral career paths
- Mentors

### □ Pay and Recognition

- Pay for performance – formal program linking pay to performance
- Formal or informal employee recognition

## What You Can Do...

### □ Career Dev. & Advancement

- Job rotation program
- Job crafting program
- “Encore” program: mentoring younger employees

### □ Pay and Recognition

- Clearly articulate performance expectations and link pay, bonuses to performance
- Strive for transparency in pay structure
- Have program for employee recognition (e.g., points, spot bonus, team rewards)

# Some Examples of Low Cost, High Impact Perks for Work-Life Balance

## The Cool Perks

- Employee discounts
- MySpace and Facebook access on the job
- Telecommuting
- Scheduling flexibility
- Mentoring programs
- Time off for volunteer work
- Policies that let employees bring their child to work in an emergency**

Entrepreneur, January 1009 Employee Benefits in Today's Economy, by Chris Penttila

## The Old -School Perks

- Free drinks and snacks
- Meal per diem
- Gym memberships
- Mobile phones
- Company car
- Holiday turkeys, parties**
- Company T-shirts, pens**
- Dry cleaning services**
- Friday happy hours
- Use of the company's product or service at low or no cost

# **Human Capital Strategy: How to Survive the Three R's Re-assessment , Retrenchment, and Re-engagement**

# The Three R's – How Do You Survive?

Re-  
Assessment of  
the Workforce

Who - Calibrate  
the Workforce

Retrenchment

How to Treat  
People with  
Dignity and  
Respect

Re-  
Engagement

What can we do to  
motivate you?

# Re-Assessment of the Workforce

Business  
Objectives

Right Roles, Right  
People  
Performance and  
Potential

Right People,  
Right Pay?

# Retrenchment

What –  
Management  
Guidelines

How -  
Management  
Training

When and Where-  
Logistics

# Re-Engagement of the Workforce

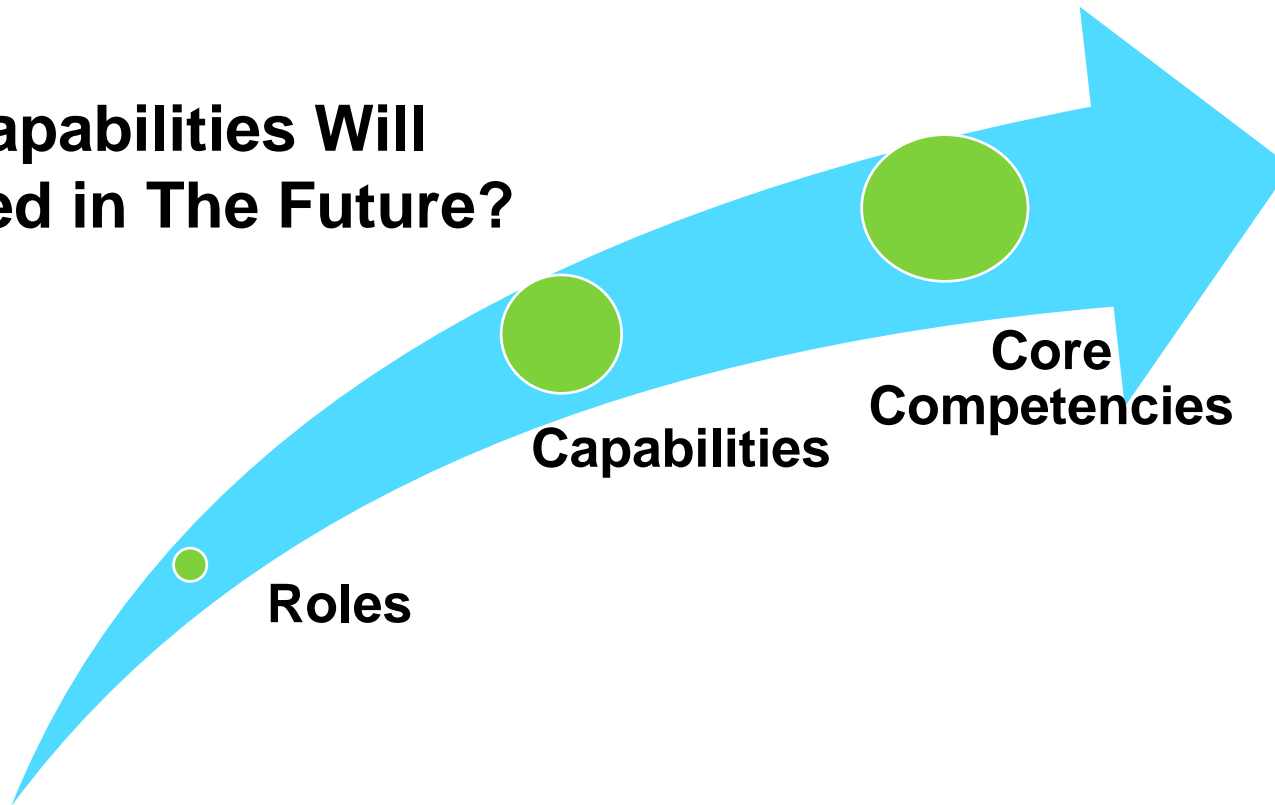
**Re-Build Trust in  
the Company**

**Process  
Improvements**

**Recognize and  
Reward**

# Next.....the Fourth “ R”: Re-Building the Workforce

## What Capabilities Will You Need in The Future?



# Appendix

# Definition of Terms

## **Human Capital**

The sum total of a company's employees viewed as an asset, including their skills, competencies, talents, creativity and know-how.

## **Human Capital Strategy**

A business strategy that links the competencies, motivations and satisfactions of its employees directly with drivers of profitability for the business. Human Capital decisions are guided by data-driven, results-oriented planning and accountability systems. The keys to a successful HCM strategy are process efficiencies, effective use of information technology and business metrics.

## **Talent Management**

Identifying mission-critical values, competencies and talents needed in the current and future workforce. Clarifying the methods that will be used to recruit, hire, develop, manage and retain a high performing workforce.

# Survey Methodology

## ☐ Surveys

- Employee Engagement Survey
  - completed by employees (n=1,264)
- Assessment of HR practices availability
  - completed by HR professionals (n=134)

## ☐ Hosted on Salary.com

## ☐ Created by Green Global Resources and Novacrea Research Consulting

## ☐ Data Collection

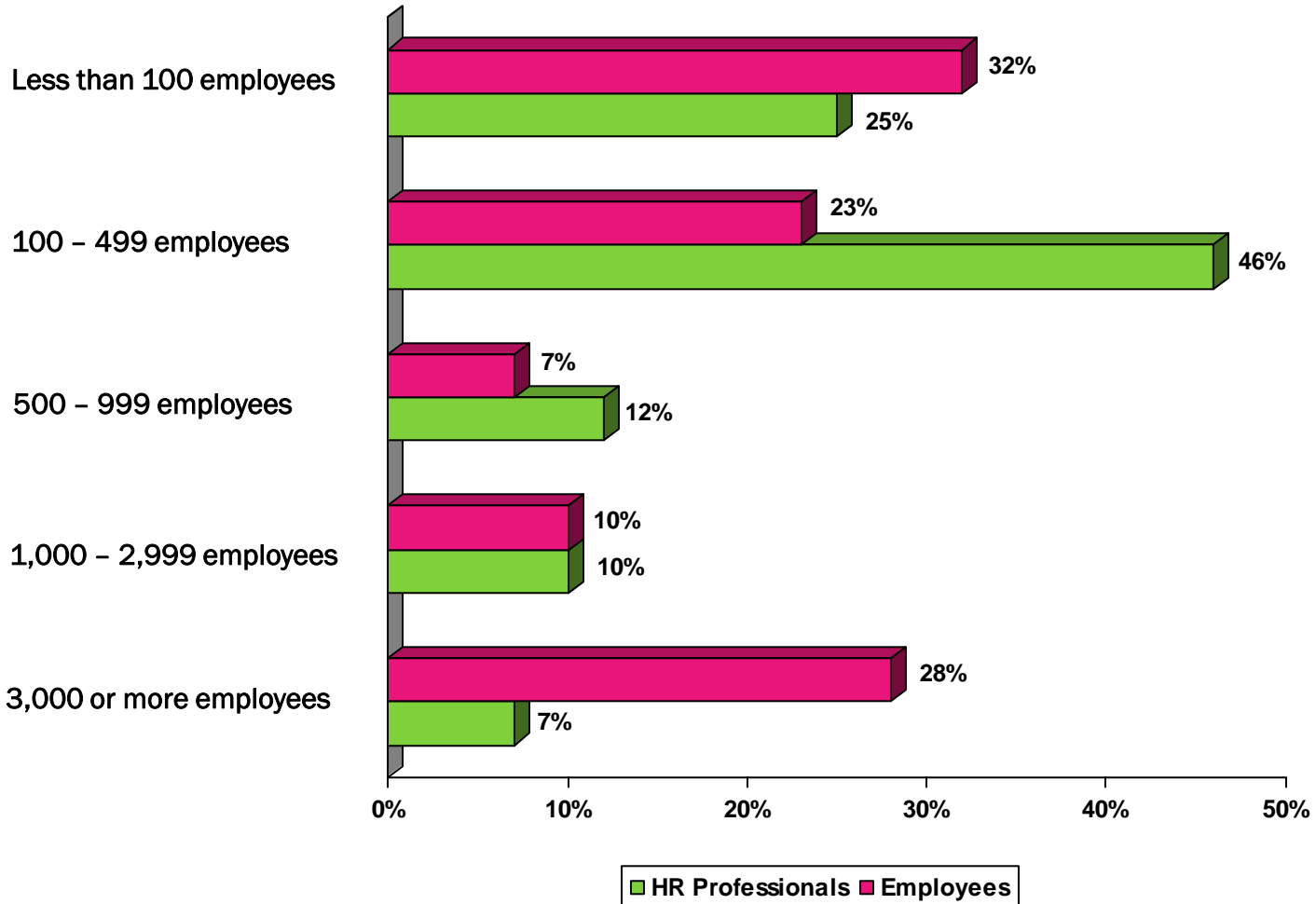
- First two weeks of January, 2009

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# Industry

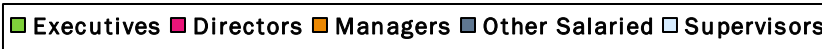
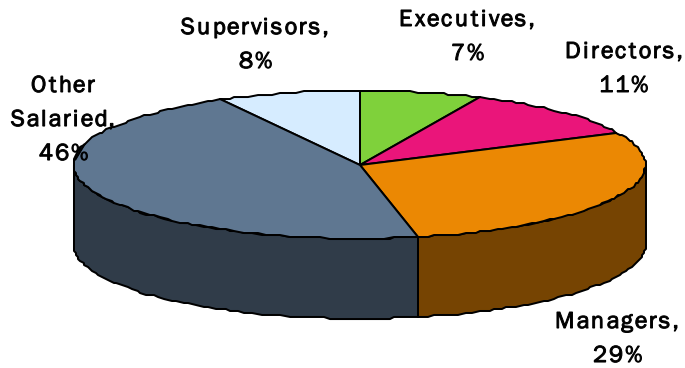
Industry	HR Professionals (n = 134)	Employees (n = 1,264)
Education, Government, Nonprofit	6%	<b>14%</b>
Energy or Utilities	5%	3%
Financial Services	7%	7%
Healthcare	<b>10%</b>	<b>13%</b>
Hospitality or Leisure	6%	3%
Insurance	6%	3%
Internet	1%	1%
Media	3%	3%
MFG Durable	<b>10%</b>	6%
MFG Nondurable	4%	2%
Pharmaceuticals	1%	2%
Professional services (IT related)	1%	4%
Professional services (Non-IT)	7%	7%
Retail or Wholesale	4%	6%
Software or Networking	3%	4%
Telecommunications	1%	2%
Transportation or Warehouse	3%	4%
Other	25%	22%

# Company Size

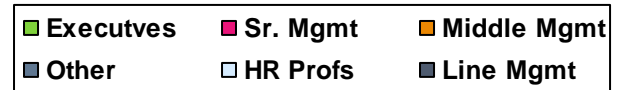
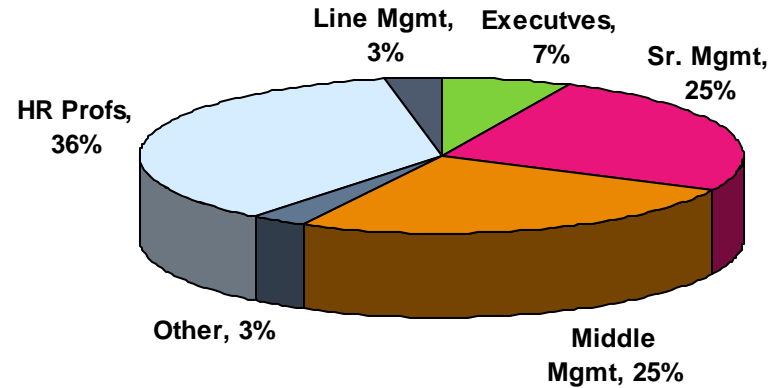


# Job Level

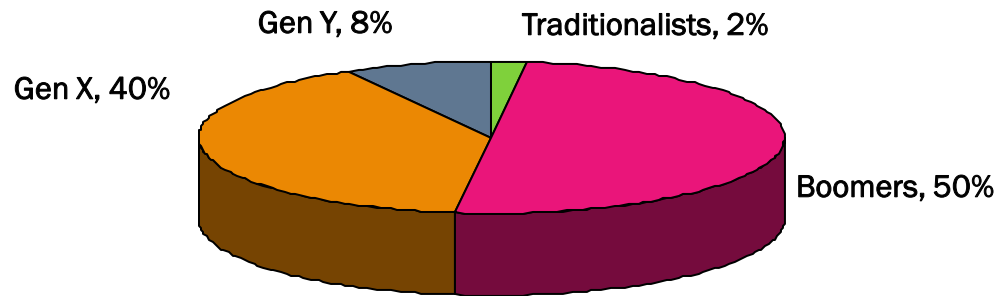
**Employees**



**HR Professionals**

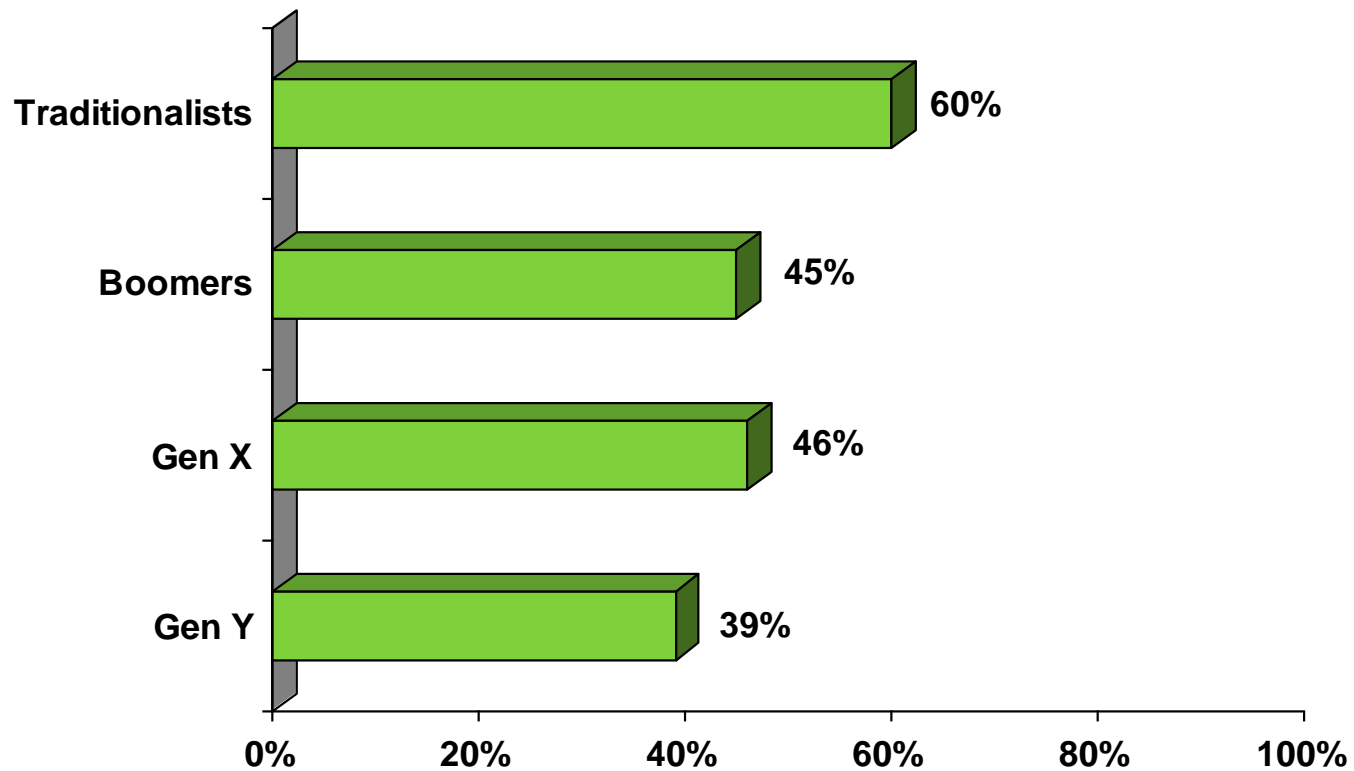


# Workforce Generation



# Overall Job Satisfaction by Generation

Percent of employees who are “extremely satisfied” or “very satisfied” with their jobs:



# What Employees Want...

How important are the following?	Total	Traditionalists	Boomers	Gen X	Gen Y
<b>Communications</b>					
My ideas and contributions are listened to by my manager/supervisor.	93%	85%	93%	94%	92%
I know what is going on at my company	89%	85%	90%	88%	93%
I share my company's values.	83%	75%	84%	83%	80%
I can participate in and influence business decisions and company strategy.	69%	65%	70%	70%	57%
<b>Work/life balance and sense of affiliation</b>					
I have flexibility in my work schedules/hours.	80%	55%	78%	82%	82%
I have the tools and resources to communicate effectively with my colleagues and manager when I telecommute.	66%	50%	68%	66%	57%
I have a good friend at work.	47%	40%	45%	48%	54%
I can telecommute at least once a week.	43%	30%	44%	45%	35%
I can volunteer my time during the work day for non-profit organizations that are important to me.	28%	15%	27%	29%	25%

*The numbers represent the percent of employees who consider each item "extremely important" or "very important".*

# What Employees Want...

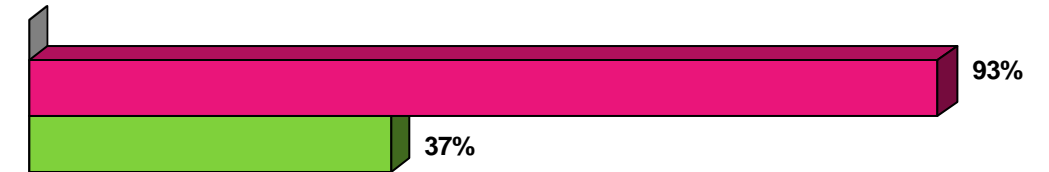
How important are the following?	Total	Traditionalists	Boomers	Gen X	Gen Y
<b>Career development and advancement</b>					
I have opportunities to learn and grow on my job	95%	95%	93%	<b>97%</b>	<b>97%</b>
My manager/supervisor regularly provides coaching and feedback.	73%	65%	70%	73%	<b>85%</b>
I can move across the organization (laterally) to broaden my experience.	66%	60%	60%	<b>71%</b>	<b>75%</b>
I have a mentor at work.	47%	35%	41%	<b>51%</b>	<b>60%</b>
I can move to another location outside of my home country to broaden my experience.	20%	<b>30%</b>	17%	23%	25%
<b>Pay and recognition</b>					
My organization links performance with pay.	82%	80%	80%	<b>84%</b>	<b>84%</b>
My manager/supervisor regularly provides recognition for a job well done.	77%	70%	76%	77%	<b>82%</b>

*The numbers represent the percent of employees who consider each item “extremely important” or “very important”.*

# What Companies Offer...

## Communications

Hold managers accountable for soliciting employee input and implementing viable suggestions



Regular communications about company's and department's business performance/strategies



Regular communications about company mission and values



Opportunities for employees to participate in or influence business decisions

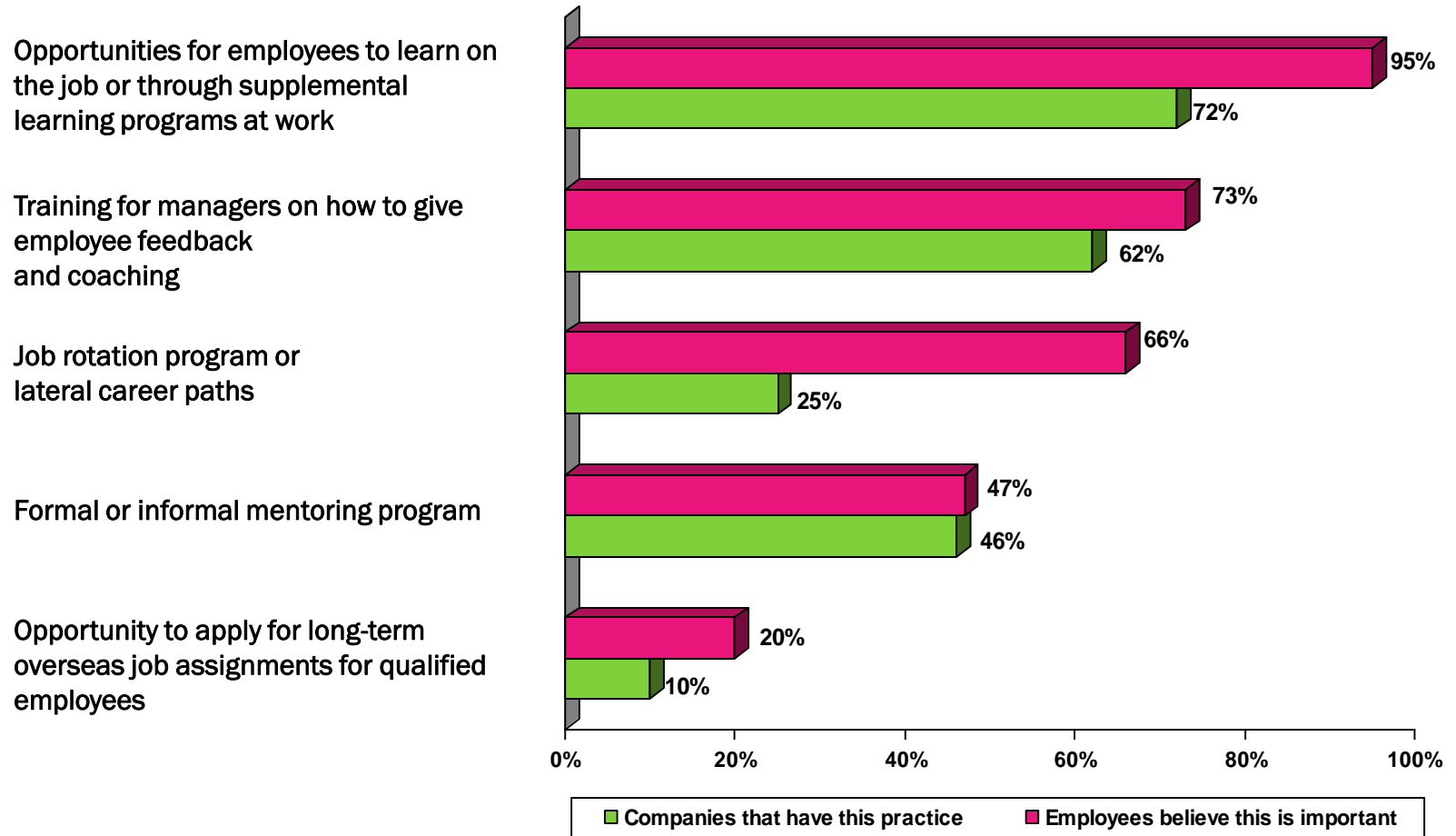


0% 20% 40% 60% 80% 100%

■ Companies that have this practice    ■ Employees believe this is important

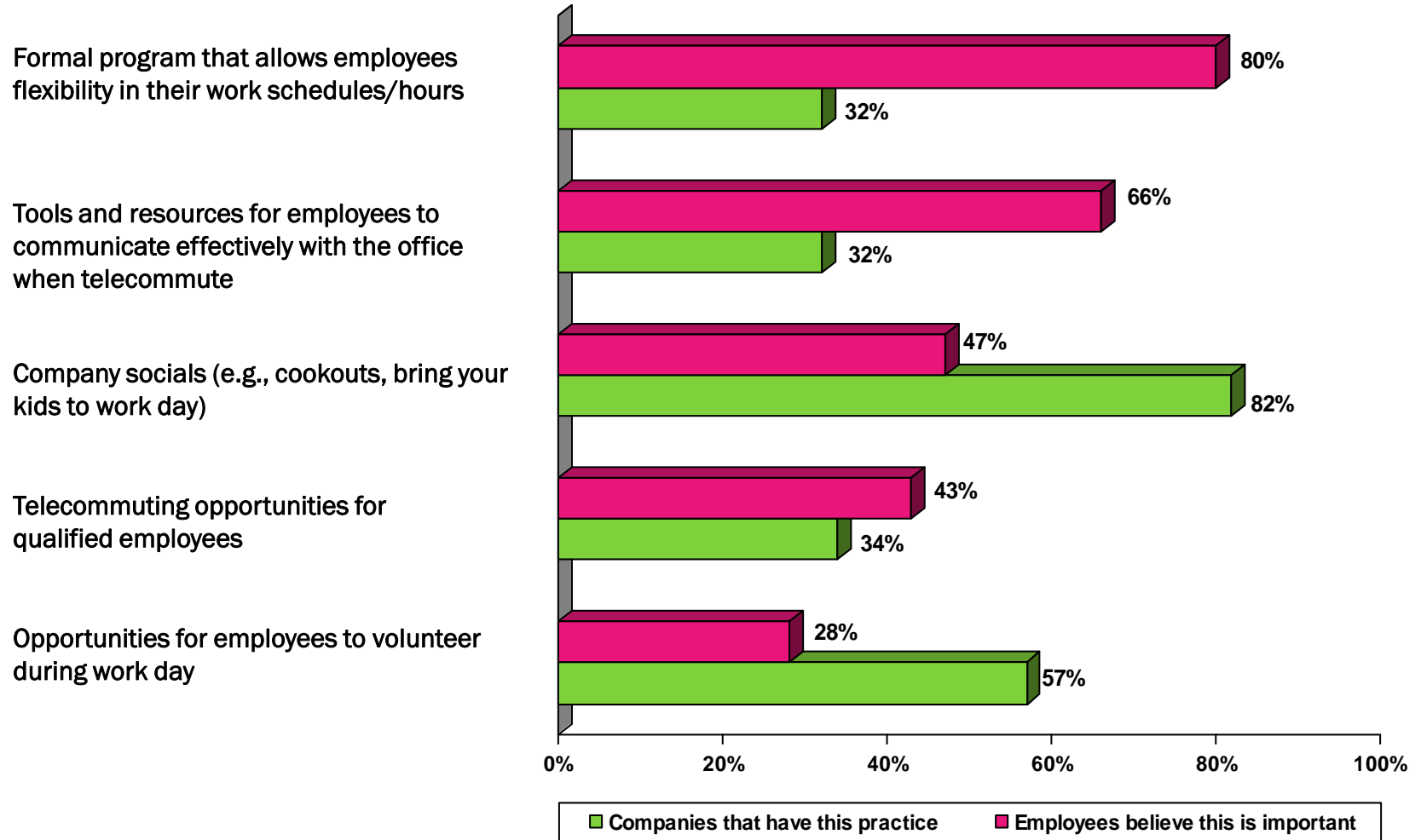
# What Companies Offer...

## Career Development and Advancement



# What Companies Offer...

## Work/life Balance and Affiliation



# What Companies Offer...

## Pay and Recognition

