

Talent Retention

A North American Perspective

October 26th 2009, Melbourne



Swann Global

Breakfast

Context

- **Reward**
 - **Talent Management**
 - **Alignment**
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- A faint, light gray graphic of a hand is visible in the background, positioned to the right of the text. The hand is shown from the side, with fingers slightly curled, and appears to be reaching towards the text.

Leaner, Fitter, Focused



Performance and Values

	INAPPROPRIATE VALUES	APPROPRIATE VALUES
MAKE THE NUMBERS	Former Heroes	New Heroes
MISS THE NUMBERS	Unemployed	Potential Heroes

Source: Dr Linda Duxbury, Carleton University

Values and Performance

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Alignment

- **Doing what you say you do**
- **Walking the talk not just the money!**
- **Build a strong employment brand**
- **Focus on keeping who you have**
- **Features that attract different generations**
- **Their replacements will be hard to find**

The Employment Brand



Employees select an employer because of their overall satisfaction with and perception of the organization

Social...Commercial Networking





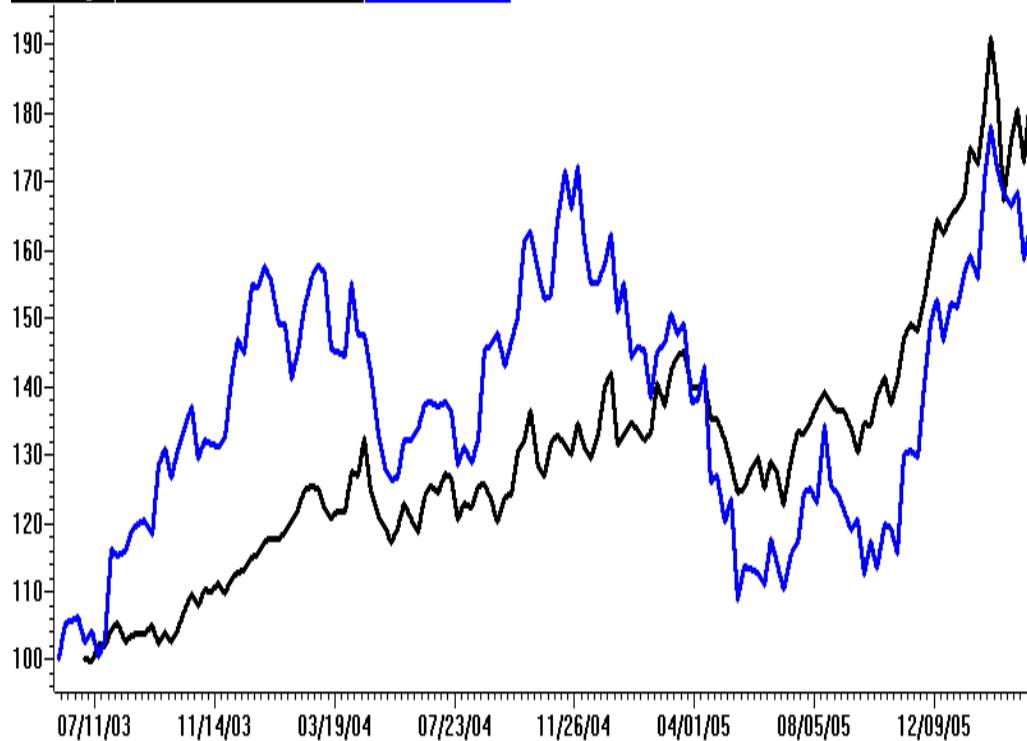
REWARD

Reward

- **Tighter governance around LTIs**
- **More stemming from GFC**
- **Controlling risk**
- **Don't be distracted**
- **Follow your philosophy**
- **Focus on business drivers**
- **Do what you say you do**

Share Price and Price of Metal

Weekly <AHD3M/LM: 184.47 <AL: 167.72




**AL-NYSE vs. LME
3-mo Aluminum Price**



TALENT MANAGEMENT

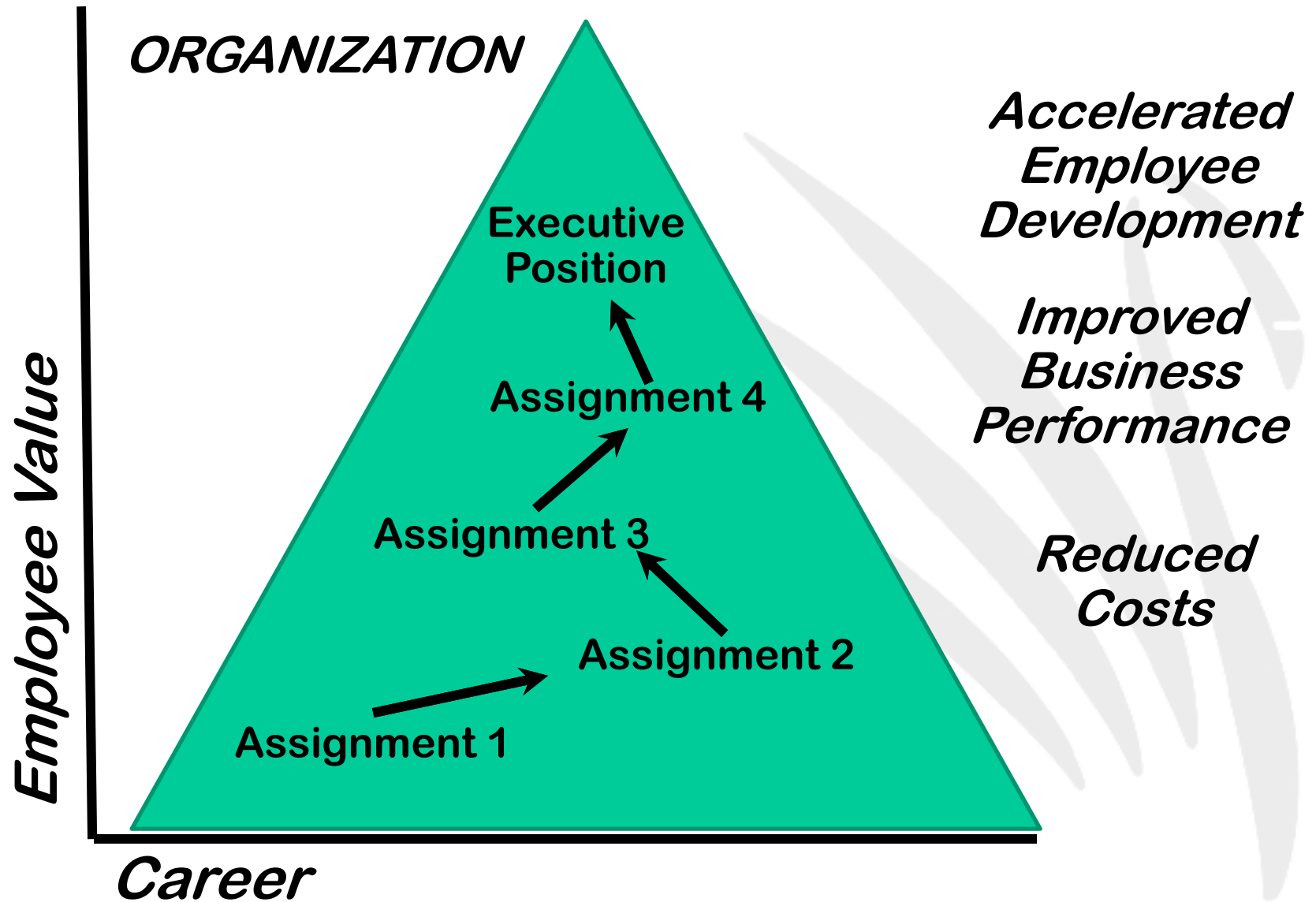
Declining Labour Force

- Aging population
 - Inverted pyramids
 - Earlier retirements
 - Skill intensity
 - Global competition
 - Reverse Immigration
 - Generational drivers
- 
- A faint, light gray graphic of a hand is visible in the background on the right side of the slide. The hand is shown from the side, with fingers slightly curled, and appears to be reaching towards the text.

Impact

- **Business success will be people dependent**
- **Appearing on board agendas once again**
- **Greatest opportunity ever for HR**
- **Retaining the boomers and attracting their succeeding generations**
- **GFC has changed none of the fundamentals**
- **Think of employees as consumers of employment opportunities**
- **The employment relationship will become (even more!) flexible**

Why Retention is Important



Managing Velocity

- **Career planning replaces succession planning**
- **Manage to a three year cycle**
- **HR attention should be devoted to all of an assignment not just its start**
- **Manage flight risk AND turnover**
- **Culture trumps skills when promotion considered**
- **Make experiences really count**
- **Think value not cost**
- **Do what you say you do**



MOBILITY

Development of Global Savvy

A well defined international development program will raise employer's profile and produce higher quality candidates

Development Assignments

Strong career planning system enables retention of a scarce resource and creates value

Management Assignments

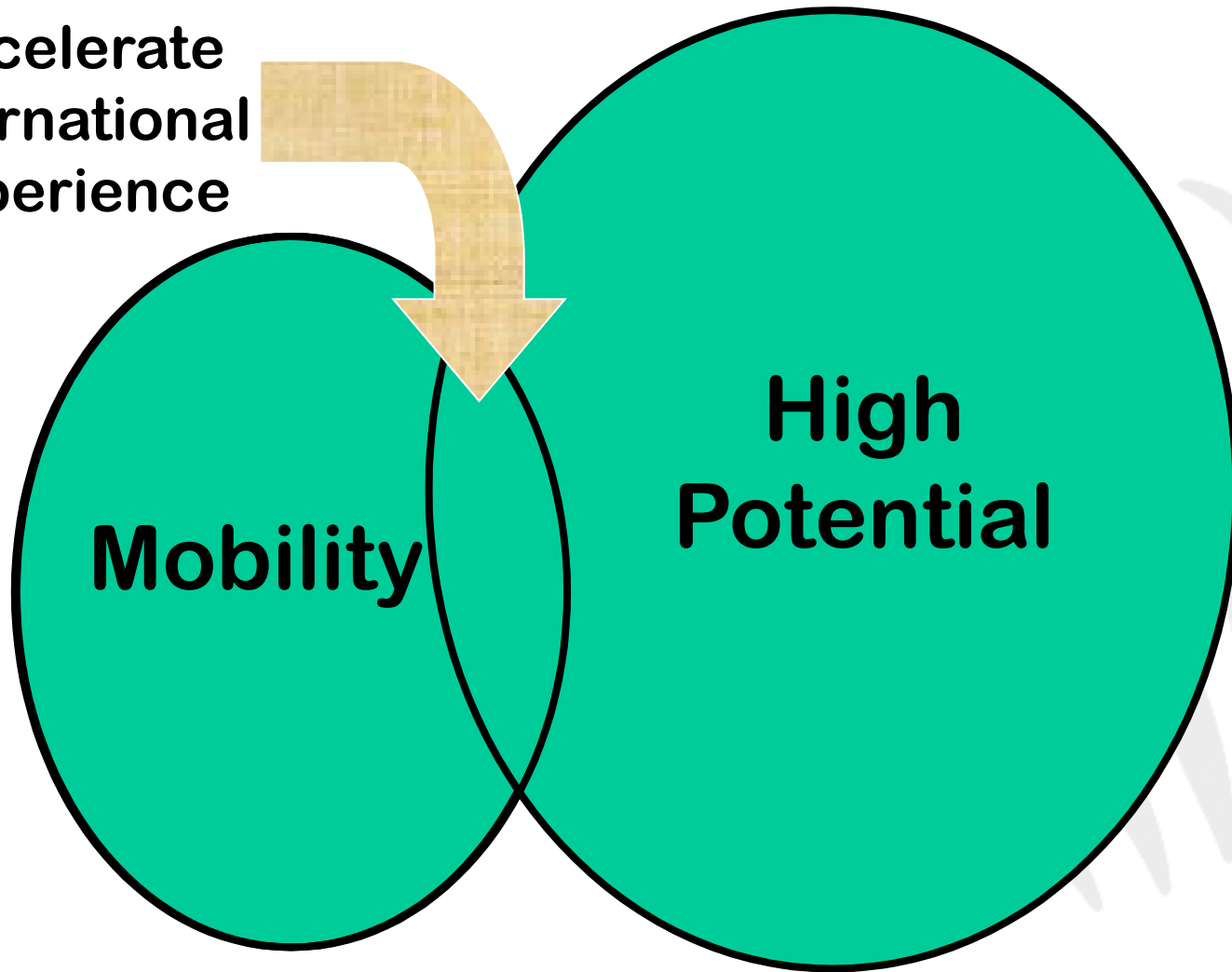
Executive Position

Delivery of internationally experienced personnel to the executive suite causes better informed decision making enhancing value and minimizing risk

Career With Your Company

The Sweet Spot

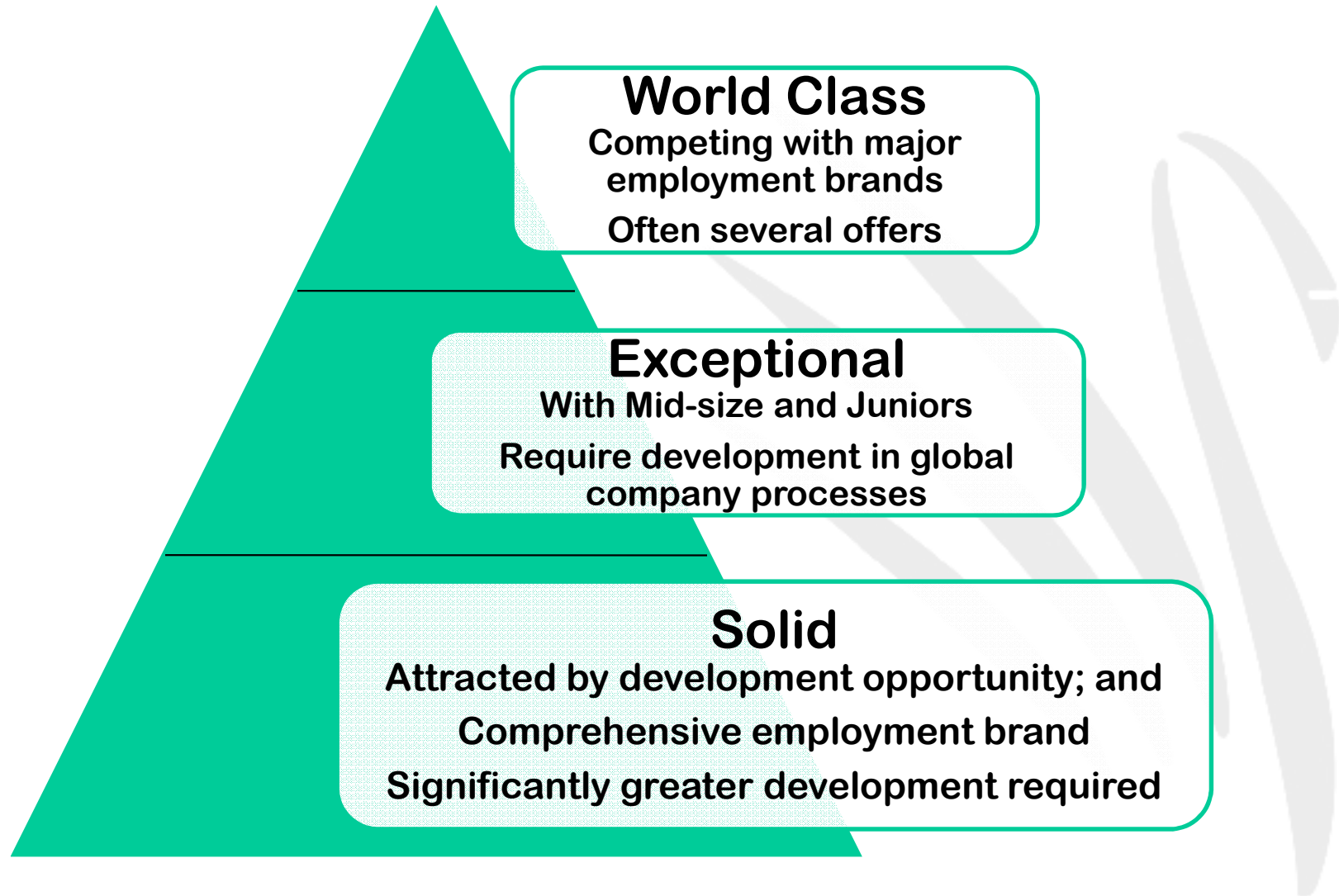
Accelerate
International
Experience



Mobility

**High
Potential**

Talent Hierarchy



Security and Recognition

Employee expectation is
career progression

..but out of sight
means out of mind
during career planning

Which leads to no
job at all

