

Talent Management for charities



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Talent Management Defined

An **integrated** set of processes and programs designed to develop, deploy and connect key talents and critical skills sets to drive organization priorities.

Twofold objectives:

1. To enable the **organization** to achieve its strategic objectives through:
 - ensuring a continuous supply (short-term & long term) of competent talent in key leadership, critical and specialist roles;
 - enabling them to perform at appropriate levels;
 - ensuring development & learning experiences address competencies for different levels.
2. To enable **talents** to meet their personal aspirations through appropriate and flexible career passages given their competencies, performance levels, potential, values and interest.



Supply & Demand Trends

Supply trends

- Aging population – good & bad news
- More skilled and knowledge based workers
- Multigenerational values and expectations
- Increased awareness on corporate social responsibility



Supply & Demand Trends

Demand trends

- Young leaders required to take over founders or pioneers
- Changing nature of work, increase need for professional expertise, pressure to drive higher performance or value
- More cautious and selective in hiring, importance of professional ethics, integrity and personal character
- Keener competition from other sectors as economy picks up



Unique Challenges for Charities

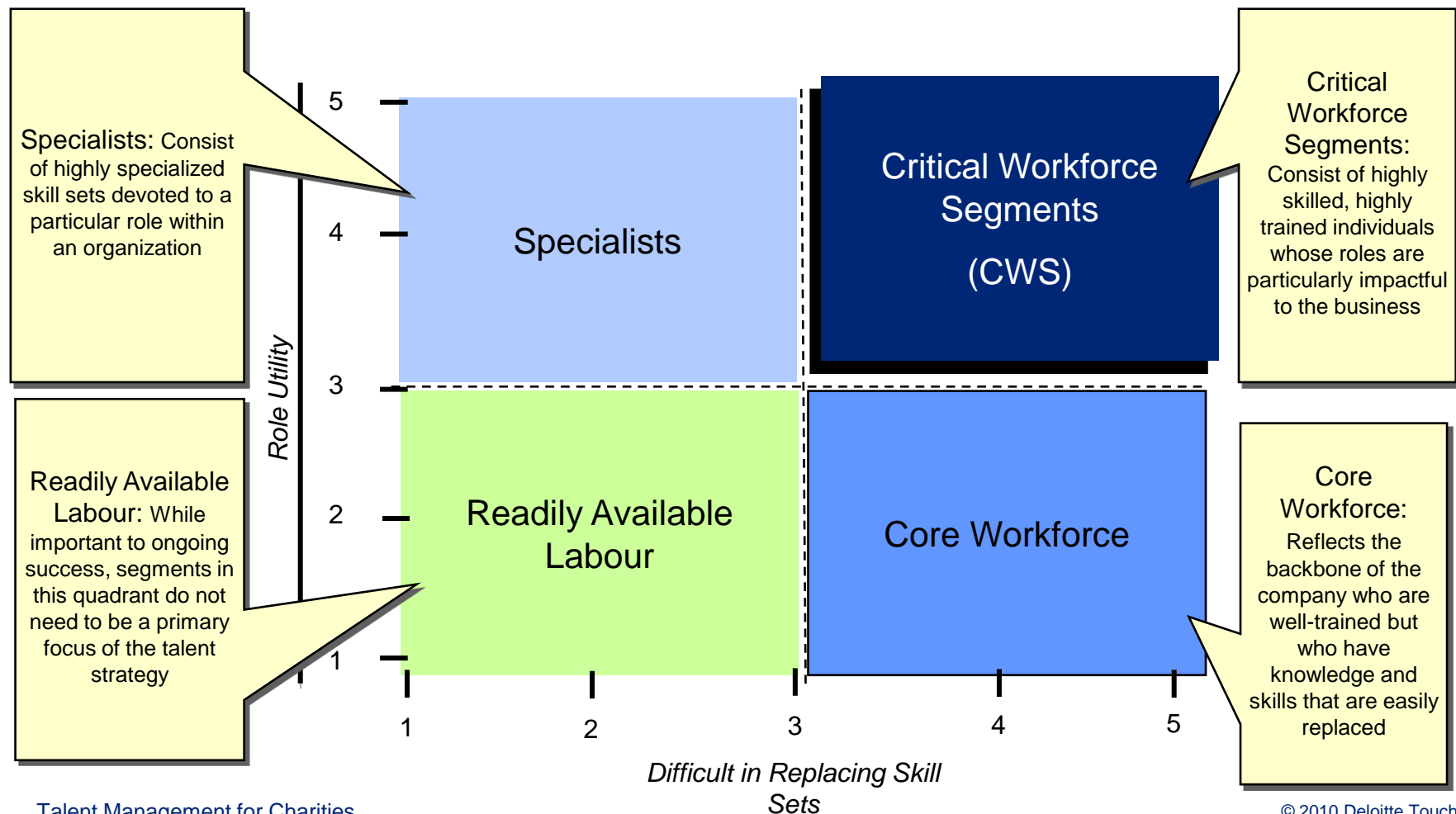
- Workforce consists of a mix of full-time, part-time and volunteer talent
- Resource constraints, often do not have dedicated HR resources
- Restricted compensation and incentive vehicles
- Balancing between government regulations, board issues, the interests of donors, and scrutiny by the general public
- Typically has good proportion of highly self motivated, hard working, and deeply committed staff and volunteers. However, certain roles have high levels of stress and burn out risk.



Who are Your Talents?

It depends on the mission of your organization.

- Your talents are staff or volunteers whose skills and competencies are critical to the execution of your strategy in achieving the mission.



Planning Ahead for Your Talent Needs

- A differentiated workforce strategy will maximize the value of your people investments
- Holistic planning to include both employees and volunteers and how to create the synergy by having the right mix.
- Plan for departures, hires, and vacancies as a constant organizational reality. Think of each employment/volunteer relationship as long-life time partnerships, it's not the end when the person resigns.
- Ensure the right people are performing in the right roles with the right expectations and they are given the right level of support to perform their best
- Provides a head start for understanding where increased focus on attraction, recruitment , development and retention are required



Talent Management Needs to be Supported by an Overall HR Strategy

A people strategy is a must.

- It is a way of being, not a programme to be implemented.
- a set of guiding principles and procedures to efficiently deal with day to day people issues such as
 - Hiring and termination
 - Compensation and benefits
 - Code of conduct, working hours, leave and absences, claims and expenses, discipline and grievances
- Charities may be well served by professionalizing their HR practices, training management staff and Board members in people management and seeking external resources like shared services



Attracting Talents



A tall order?

- Defining talent needs: qualifications, skills, experiences and for charities, commitment to your mission
- What is your employment value proposition?
 - The realities of not having top-tiered salary and benefits cannot be ignored. However, charities offer some benefits that for-profits cannot, e.g flexible work hours, pro-family policies.
 - Meaningful work is an enormous selling point.
 - Think about the good points unique to your organization's culture.
- Reaching out to new talent pools, customizing the recruitment efforts to each talent segment.
- Make everyone in your organization a recruiter.
- Ensure a professional and pleasant application and interview process. Applicant could be a potential volunteer or donor.

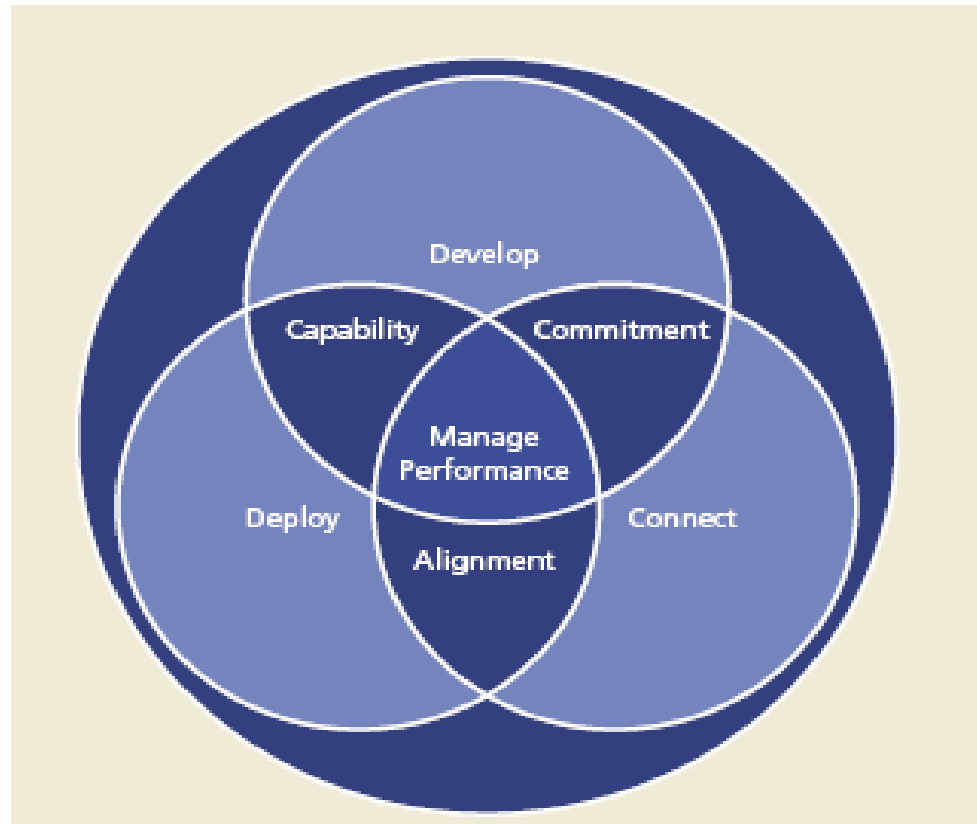
Engaging and Developing Talents

Develop:

Providing employees with the guidance, resources, information and learning opportunities necessary to accomplish their duties and improve their performance over time

Deploy:

Matches candidates to critical jobs so that an employees' skills, interests and capabilities evolve in line with strategic objectives



Connect makes sure that the existing link between the strength and diversity of social networks and an employee's influence, or social capital, are taken into account to enhance the quality of interactions within the organization

Engaging and Developing Talents

— Connecting People to People —

Five reasons to focus on people's networks and the quality of their relationships

1. **Complexity** – As jobs become more complex, people are increasingly dependent on one another
2. **Learning** – People learn and create knowledge largely through their interactions with one another
3. **Decision making** – Leaders make the most effective decisions when they engage stakeholders in respectful ways
4. **Energy** – High quality interactions create energy. Toxic interactions and conflict avoidance sap energy
5. **Innovation** – Innovators cultivate richer and more diverse networks than their less innovative counterparts

— Connecting People to Purpose —

Four factors that influence meaning and purpose in people's jobs

1. **Motivating work** – People derive meaning and perform when the nature of their work is intrinsically motivating
2. **A sense of belonging** – Cultivating a sense of community spurs innovation and fuels emotional bonding
3. **Pride of mission** – People seek work that mirrors their core values in organisations that are highly regarded by the broader community
4. **Strategic direction** – To know that their efforts are worthwhile, people need a clear sense of strategic direction and how their individual efforts contribute to growth

— Develop and Deploying People —

In which situations do people learn most?

- 67% *When working together with a colleague on a task*
- 22% *When doing own research*
- 10% *When a colleague explains something personally*
- 2% *Through a manual or textbook*

Source: Deloitte Research, *Connecting people to what matters*, 2007

Is Performance Management Necessary?

- Charities are dedicated to “doing good”. To do it well there is no substitute for organization and leadership, for accountability, performance, and results.
- Performance management is a continuous and collaborative process to:
 - review job activities
 - establish performance standards and expected outcomes
 - provide feedback, coaching and skills development
- When used properly, it motivates employees and volunteers to
 - strive to consistently deliver quality services
 - improve professional knowledge
 - improvise better ways of doing things
- “We don't pay volunteers so we cannot make demands upon them.” True?
 - Volunteers get far greater satisfaction from their accomplishments, when they see results of their contributions, precisely because they do not get a paycheck.



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