

Technical Talent Management: Sourcing, Developing, and Retaining Scientific, Engineering, and Technical Talent

An APQC Best Practice Study



Key Points

- Study importance
- Study scope and objectives
- APQC's research history
- Study methodology and timeline
- Benefits of study participation
- Study deliverables and pricing
- Contact information

“We need to out-innovate, out-educate, and out-build the rest of the world.”

—President of the United States, State of the Union Address, January 2011

The Challenge

- Technical talent is in high demand but short supply. Some statistics:
 - The oil and gas industry is predicted to lose 5,000 experienced geoscientists and petroleum engineers by 2014¹
 - 46% of top U.S. technology companies plan to increase their employee headcount in 2011²
- Partnering with the community and education to develop talent at a young age, creatively source, and retain technical talent and transfer their knowledge/skills are a top imperative

1. 2010 SBC Oil & Gas HR Benchmark, Schlumberger Business Consulting, March 2011
2. "Tech companies desperate for 'rockstarninja engineers'", cnnmoney.com, March 7, 2011

Study Scope

➤ **Scope area #1 – Sourcing and acquiring technical talent**

- Technical talent competency management
- Understanding the technical talent landscape
- Integration into workforce planning processes and current/future needs of the business
- Innovative sourcing strategies for hard-to-find technical talent (university partnerships, community relations, etc.), global sourcing strategies, and broadening the recruiting pool
- Employment branding to technical talent
- Ensuring diverse technical talent

➤ **Scope area #2 – Developing technical talent**

- Technical ladders and career pathing; continuing education for technical talent
- Leadership, high-potential, managerial, customer, and soft skills development for technical talent
- Accelerating time to competency of younger technical talent
- Strategies for developing technical talent/transferring technical skills to growth or emerging markets
- Knowledge transfer of technical talent internally and enterprise wide
- Leveraging technical talent as subject matter experts
- Management of generational differences/preferences between older technical workers and younger technical hires

Study Scope (Cont.)

- **Scope area #3 – Rewarding and retaining technical talent**
 - Incentive and recognition programs for technical talent
 - Retention strategies and planning for technical talent and technical talent knowledge
 - Programs to encourage, recognize, and reward innovation for technical talent
- **Scope area #4 – Measuring the process and outcomes**
 - Process and outcome measures (retention, development, succession planning, turnover, etc.)

Study Objectives

This study seeks best practices across industries (pharma, energy, oil and gas, high tech, research and development, manufacturing, biotech, etc.) for:

- Sourcing this hard-to-find and in-demand talent and ensuring adequate supply and bench strength (university relationships, corporate responsibility, etc.)
- Employment branding to this talent
- Developing technical talent (technical competency management, technical career pathing/ladders, fellow programs, high-potential and leadership programs) and transferring the knowledge and skills of this talent
- Rewarding and recognizing technical talent for innovation
- And planning to retain technical talent and technical talent knowledge

APQC's History in This Area

Talent Management Benchmarking Studies:

Talent Management in a Tough Economy (2009), with Bellevue University

Talent Management: From Competencies to Organizational Performance (2004), with the Center for Creative Leadership and Jay Conger (Center for Effective Organizations)

Leadership Development/Succession Planning Benchmarking Studies:

Identifying, Assessing, and Developing High-potential Talent (2007), with Robert M. Fulmer (Duke Corporate Education), and Corporate University Xchange

Leadership Development Strategy: Linking Strategy, Collaborative Learning, and Individual Leaders (2006), with Center for Creative Leadership and Duke Corporate Education

Succession Management: Identifying and Cultivating Tomorrow's Leaders (2001), with Robert M. Fulmer

Developing Leaders at all Levels (1999), with Robert M. Fulmer, Jay Conger, and George Hollenbeck

Executive Leadership (1998), with ASTD

Workforce Planning/Recruiting Benchmarking Studies:

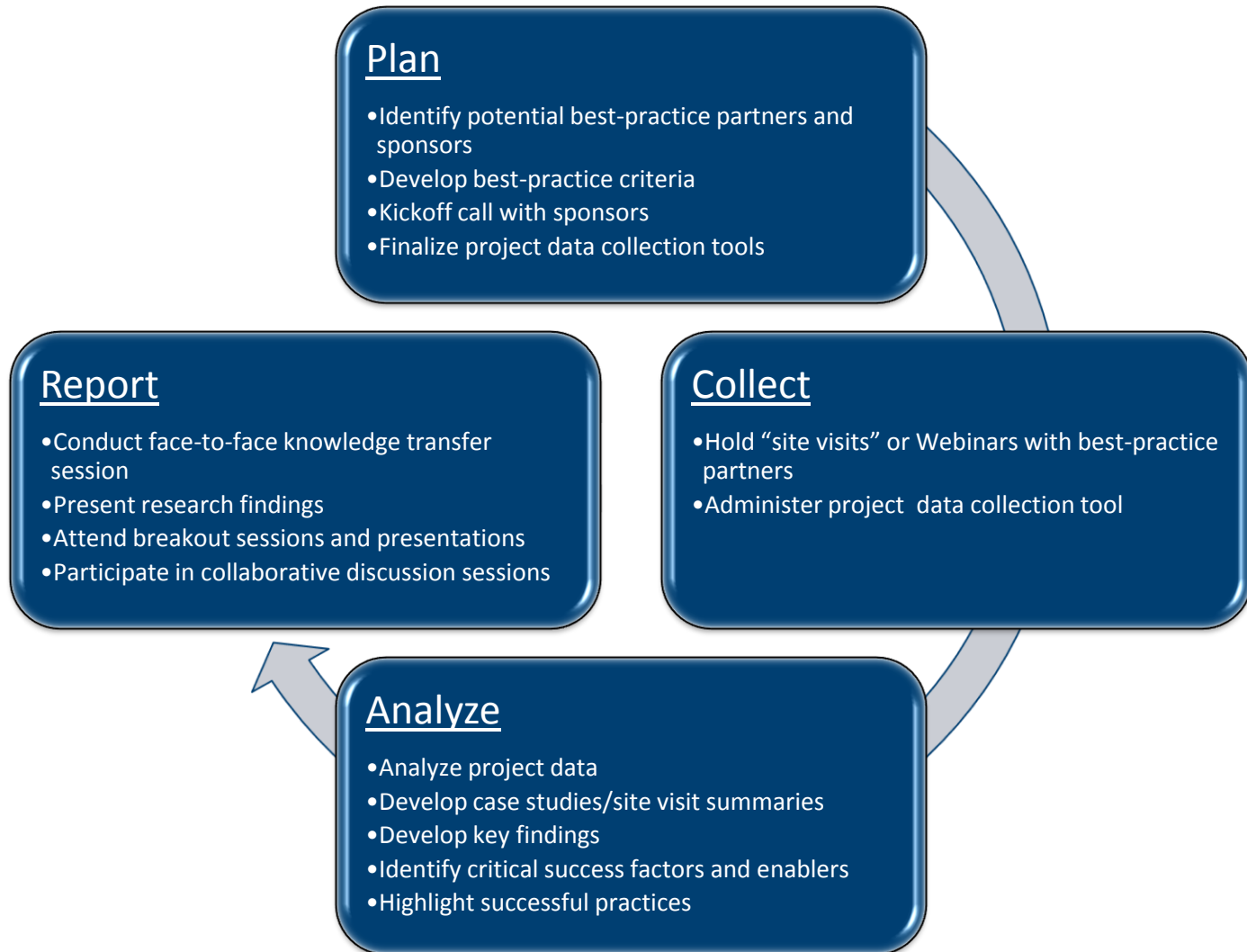
Strategic Workforce Planning: Anticipating and Filling Talent Gaps (2008), with Infohrm

Recruiting, Selecting, and Retaining Talent (2007), with Brad Smart and Robert Wendover

Recruiting and Retaining IT Talent (1999), with Kevin Wheeler and John Sullivan

Recruiting for Retention (1998), with Lamalie Amrop International

APQC Benchmarking Methodology



Key Dates

- Meet the Sponsors Call
 - July 14, 2011, 10 am central time
- Kickoff Call
 - August 2011
- Site Visits
 - September 2011 through October 2011
- Knowledge Transfer Session
 - December 15-16, 2011



Benefits of Sponsorship

- Help organizations understand how to effectively compete in the competitive market for technical talent
- Learn best practices for sourcing and attracting technical talent and employment branding
- Help participants develop or refine strategies for technical talent development and career pathing
- Learn how other organizations transfer technical skills and knowledge across the enterprise and globally, if applicable
- Understand how other organizations engage in retention planning for technical talent

Study Deliverables


- Kickoff meeting participation
- Influence into study scope and research agenda upfront
- Copies of study data collection tools
- Participation in five “site visits” or Webinars with selected best-practice partners
- Materials shared by the best-practice partners at their “site visits”
- A final report summarizing the issues and insights uncovered during the study
- Networking with fellow talent and human capital management peers in other organizations across industries
- Participation in the study-concluding Knowledge Transfer Session

Study Pricing

- APQC Members: \$10,000*
- APQC Members (Vendors): \$20,000
- APQC Nonmembers: \$15,000*
- APQC Nonmembers (Vendors): \$30,000

*APQC is on the GSA schedule for federal government.

The Business Case

Sponsorship Cost	Sponsorship Benefit
\$10,000 (APQC members)	<p>Speed time to acquisition through better technical talent sourcing strategies:</p> <ul style="list-style-type: none">• Median cycle time to hire (all talent) – 70 days¹• Multiply this by the opportunity cost of lost productivity for each day a position is unfilled
	<p>Reduce regrettable losses of valued technical talent through targeted development and retention strategies:</p> <ul style="list-style-type: none">• Labor cost and time of recruiter to find a replacement• External costs to recruit (signing bonus, cost of headhunter, etc.)• Opportunity cost of open position• Ramp up time

1. APQC Open Standards Benchmarking Data, sourced April 2011

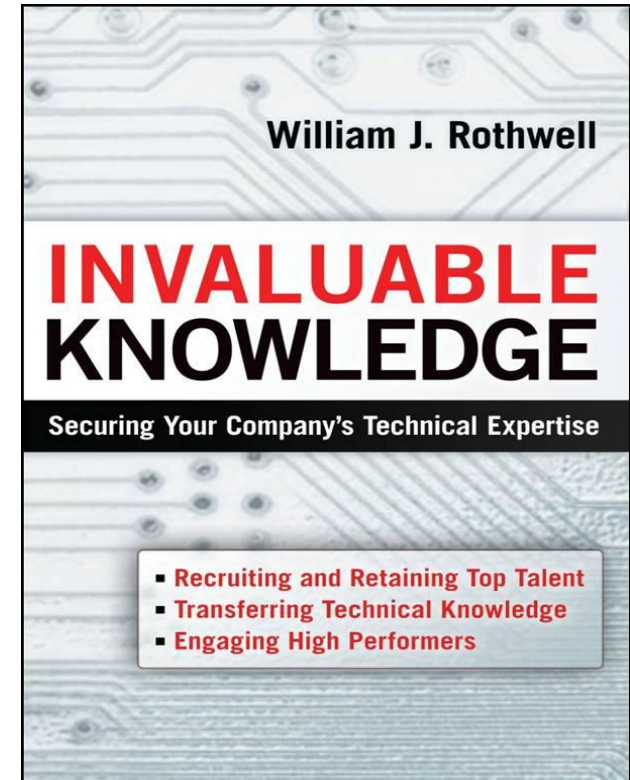
Project Team for This Study

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- Elissa Tucker, SPHR, knowledge center



Special Adviser

- William J. Rothwell, Ph.D., SPHR, President of Rothwell & Associates, Inc. and Professor of Workforce Education and Development, Pennsylvania State University
- Frequent speaker/keynoter at conferences and seminars around the world, with a focus on succession planning and talent management
- Has authored, coauthored, edited, or co edited more than 300 books, book chapters and articles—including 70 books
- Recent books include *Invaluable Knowledge: Securing Your Company's Technical Expertise*, *Recruiting And Retaining Top Talent*, *Transferring Technical Knowledge*, *Engaging High Performers*, *Competency-based Training Basics*, and *Effective Succession Planning*, 4th ed.



About APQC

APQC is a member-based nonprofit and one of the leading proponents of benchmarking and best practices business research. Working with more than 500 organizations worldwide in all industries, APQC focuses on providing organizations with the information they need to work smarter, faster, and with confidence. Every day, we uncover the processes and practices that push organizations from good to great.

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