

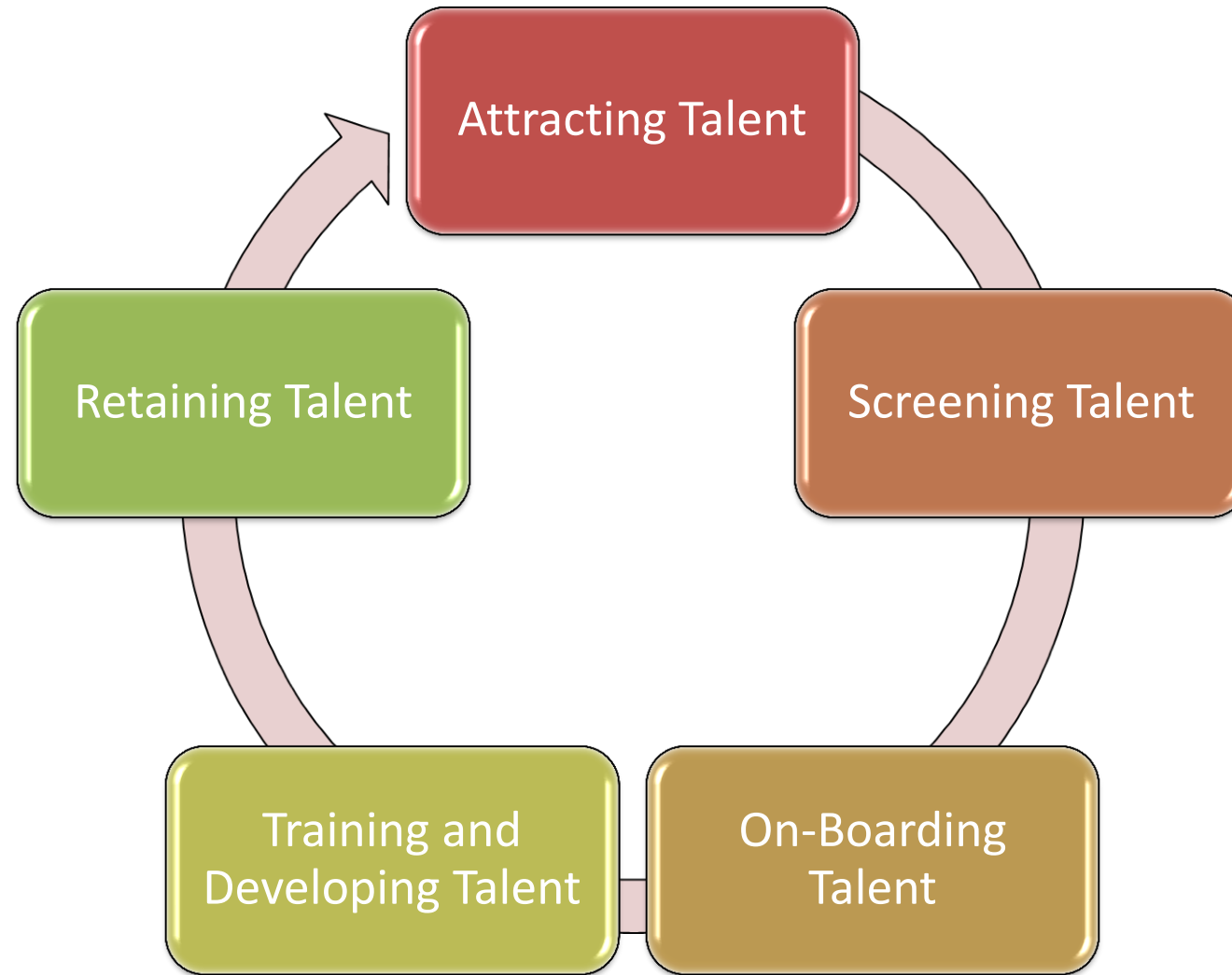


Presented by:



# The Influence of Technology on Workforce Development

# STRATEGIC APPROACH TO TALENT DEVELOPMENT



# CHANGING ROLE OF HR

- No longer part-time role, staffed professionally
- Automation at a higher level
- Benefits admin is table-stakes
- Training/development
- Recruiting and hiring
- Restructure relationship with Payroll
- Management support



# ATTRACTING TALENT

- Why would a “free agent” come work for you?
- What is your value proposition to a potential candidate in the marketplace, short of providing employment?
- How does your firm rank in terms of local employers?
- Does your firm have a vision, mission and core values OR is that simply the placard hanging in the conference room?
- Many firms have little to offer a potential candidate – they provide the paycheck but fail to evoke PASSION!
- If you have a vision, how do you communicate to the outside world? Inside world?
- Younger employees want to know that their work has a connection to a greater vision



# RECRUITING

- Recruiting via social media
- Recruiting on-campus/job fairs
- Incentivize people to recommend on social media
- Be on your guard for poaching
- Get your personnel out in the marketplace so they can brag a little



# POLLING QUESTION

- How would you gauge your firm's ability at controlling/developing its brand through the use of technology (i.e., LinkedIn, Facebook, Twitter, other social media outlets)?
  1. What's social media?
  2. Just starting the research
  3. Covering the basics
  4. We're doing it but now we're working on real content
  5. We are best of class



# SCREENING TALENT

## Checklist for Screening:

- Multiple interview points with multiple interviewers
- Personality screening
- Background checks
- On-line checks
- Reference checks
- Competency testing
- Case study
- Consider this an interview for the candidate and an interview for your firm
- Avoid selection in a vacuum!
- This takes time so strategic thinking must play a part



# ON-BOARDING TALENT

- Consider this the first interaction with your team
- Share the history of the firm and the vision, mission and values
- YES – This takes time!
- Involve multiple members of your team
- Consider on-boarding a longer process than one day
- May involve interaction with multiple departments





# ON-BOARDING

- On-boarding workflow automation
- Asset assignment
- Orientation
- Training on solutions
- Celebrating new hires



# TRAINING ADMINISTRATION

- Highly valued by employees
- HR software can track training required, training taken
- Training and skills can be inventoried
- Registration function
- LMS (learning management)
- Training on technology
  - Why, not just how



# TRAINING AND DEVELOPING THE TALENT

## Training

- Start small – this does not need to be a “University” but rather a few “course offerings
- Tie to the core values – If customer service is important, create a course on customer service
- Use the best trainers in the world... Your people!
- Leverage external resources – your counsel, accountants, trade partners, etc. – to provide external training where pertinent

## Development

- One-on-one mentoring
- Not every manager makes a great mentor
- Serves as a sounding board and coach
- Consider the roles of your senior leaders



# POLLING QUESTION

- How defined is your in-house training program?
  1. We don't train
  2. We just cover life safety and similar subjects
  3. We allow for training but it is all with outside subject matter experts
  4. We are migrating to use in-house and outside trainers
  5. We have a best of class “Construction University” that is structured, has a blend of trainers and covers hard skill, soft skill and life safety subjects



# RETAINING THE TALENT

- Retaining talent requires more than “pay increases”
- How often do you do appraisals, performance reviews and most importantly GOAL SETTING?
- What sort of incentive compensation and long-term deferred compensation plans are in place?
- What sort of phantom stock or vesting is in place to retain talent?
- While you may not need a successor – yet – DO NOT FORGET ABOUT KEY POSITIONS WITHIN YOUR FIRM
- Not everyone will be a future leader but there is always the needs for senior managers, estimators and field managers
- Just because someone has been with the firm for several years, do not forget their contribution and their need to be developed and trained accordingly
- ***LASTLY, is the current talent the GREATEST GROUP of cheerleaders for future talent?***



# POLLING QUESTION

- Has the role of human resources changed dramatically in your firm?
  - We don't have an HR person
  - HR is simply Payroll/Benefits
  - HR is migrating from Payroll to Talent Development
  - We have a best-in-class Talent Development Department



# TECHNOLOGY IMPACT

- Threatens, inspires, empowers
- Rethinking roles and expectations
- Competitive advantage
- Bragging rights
- Role of super-user
- Eliminate barriers and silos
- Need for IT Governance



# CAREER PATHS & SUCCESSION PLANS

- Do your employees know what their next promotion is likely to be?
- Do you know what your employee's next promotion should be?
- Are you training your replacement?
- Do you have a plan for filling an unexpected vacancy?
- Do you know what opportunities will open up for your "A" players?
- Can you retain your best employees without offering them advancement?
- Does your T&D program prepare your employees' for the next step up?





# CONCLUSION

- HR function is growing and enhancing
- Means and methods for attracting, developing and retaining personnel are out there
- Personnel are your strategic resource
- People determine how your firm is thought of in the marketplace
- Technology is impacting HR admin and nearly everyone's function



# QUESTIONS



# SPEAKER INFO



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