

Community of Experts

Attract & Retain the Talent you Need



Overview

- **Understanding the situation**
- **Attract the right people**
- **Retain them**
- **Develop their potential**
- **Manage change for results**



The Situation



Talent Management



The right people @ right time @ right price

Attract, Develop, Retain



Attract talent



Different approaches

Outsourcers

- Cost Driven, Lower salaries, 5500- 7000
- High Pressure
- Offshore = Complex, Language, Culture, Measurements
- Rapid Upscaling
- Offshore = Perm, DTI
- Local = Temp

Local Captives

- Can afford higher salaries, 10 000
- Attract & retain is easier
- Softer touch
- Culture & Language are easier to manage
- Smaller numbers, more lead time
- Temp & Perm



Current model

- **Fast food approach:** Ready to go people, where can we find them, next door = poaching
- **Reactive approach:** Call centres are fast, good workforce planning is vital, it takes 3 months to make people productive
- **Depleted talent pool:** Grant funded, often done as an extra source of income rather than to develop talent
 - Unpredictable funding, little in-house budget
 - High on compliance, easier to do with experience, stringent gainful employment conditions



An alternative model

- **Alternative funding model:** Grants are nice, what else?
- **Invest yourself, would you wait for a grant to buy new tires?**
- **No choice – grow your own timber,** contrary to common wisdom new people perform better
- **Industry pool:** partnerships between employers to create a pool of ready made people, all ships raise when the tide is in
- **No strings attached:** no gainful employment requirements

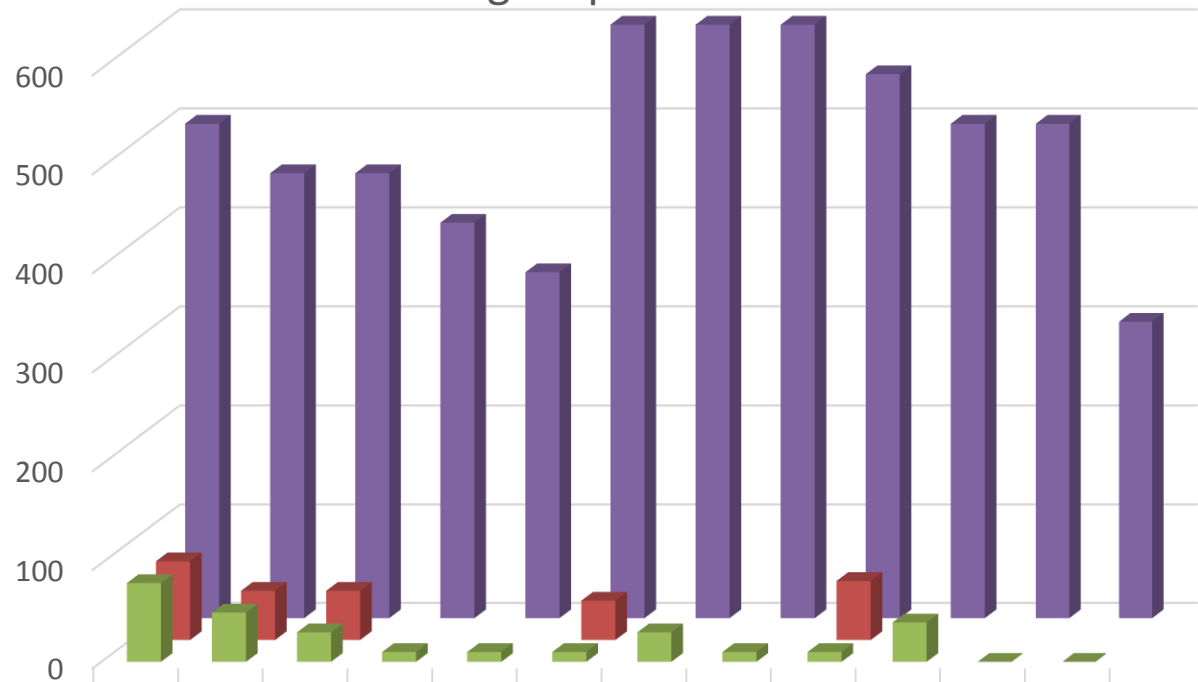


..... an alternative model

- **Just in time:** 3 months are a light year in the contact centre world, able to match operational demands, ready to go, better planning

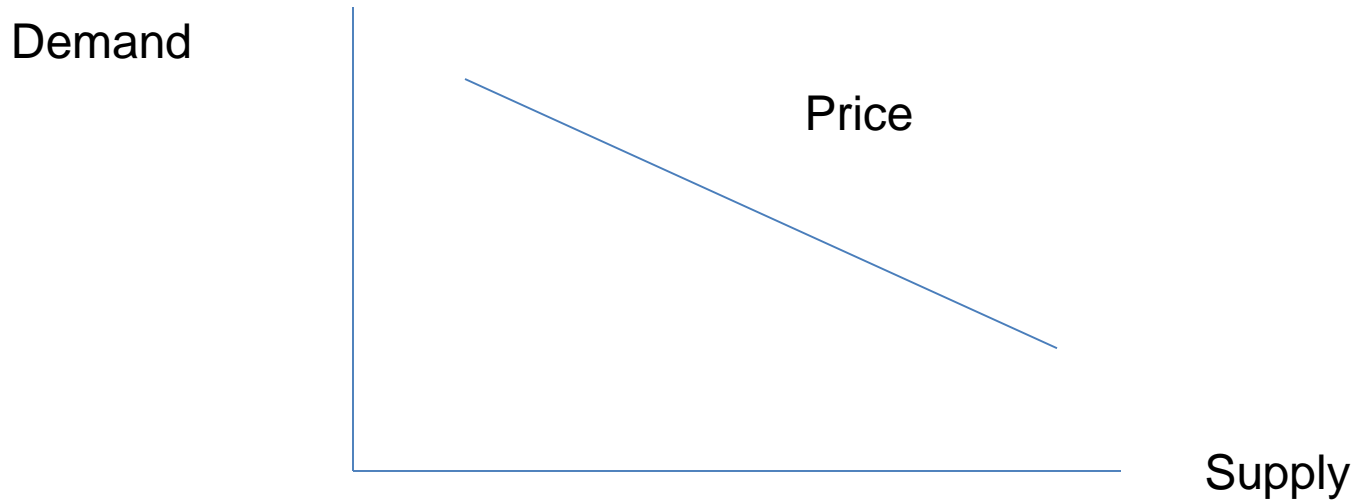
Headcount

Staffing Requirements



■ Anticipated Recruitment	80	50	30	10	10	10	30	10	10	40	0	0
■ Learner Intake	80	50	50			40			60			
■ Headcount for 80/20	500	450	450	400	350	600	600	600	550	500	500	300

Look at your budget differently



- Growth of the BPO sector will be hampered, a shortage of skilled people impacts on quality, lowered sales, a lack of talent means a lack of investment in SA
- Contact centres are a low cost service model
- Salaries will continue to escalate, if we do not introduce new talent into the market, new talent demands lower salaries, a learner can save you R 50 000 pa
- Attrition increases as demand goes up, R 20 000 to bring a new agent on board, invest in keeping your people

What candidates are looking for

LinkedIn

- Opportunities to advance
- Compensation/Benefits
- Learning opportunities
- More challenging work
- Better fit for skills
- Work / Life Balance



Expectations of Millennials

(The 2020 Workplace, Meister & Willyerd)

1. Develop my skills for the future
2. Employer has strong values
3. Flexible benefits & rewards
4. Clear career path
5. Blend of work and life

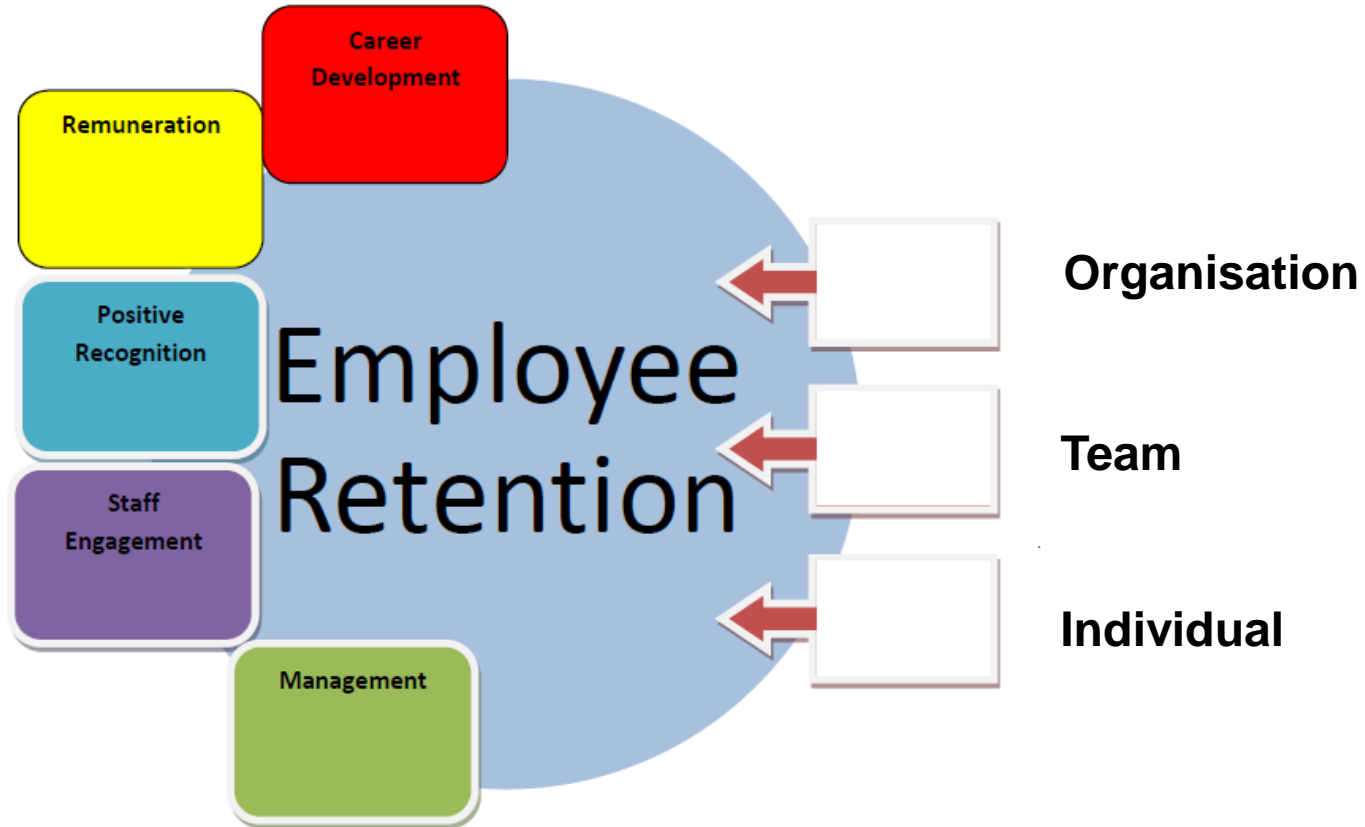
What does that mean for my organizations?



Retain people



Factors impacting on Retention



Captive: < 15% Outsourcers: 60 -120 %, totally new company every year

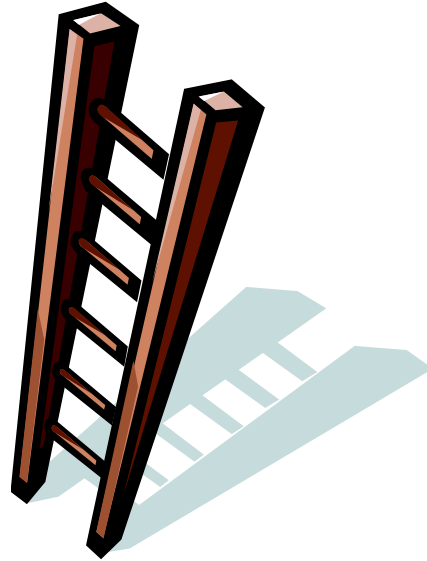
..... factors impacting on retention

- **Management:** The most common cause of employee turnover is the lack of positive relationship between the employee and the manager
- **Career development:** Employees value when a company invests in their skills development and identifies opportunities for career progression
- **Compensation:** Pay and other financial and non-financial benefits are obviously key to the employment relationship.
- **Positive Recognition:** Every employee has a need to be commended and be appreciated
- **Staff Engagement:** Involved and committed employees not only perform better but stay longer (Guma 2011)



Career, Learning, Salary Ladder

In house learning
programmes



Manager (NQF 5)

Team Leader (NQF4)

Agent (NQF2/3)

- Have you combined them in your ladder? Flat ladders don't go high
- Does your staff know that ladder, when & how often do you communicate it?
- Do they know what to do to take the next step up? Is it based on clearly stated goals that are measured?
- Has that ladder become a central part of your organisation?
- Do you have a budget to build that ladder?
- Unfortunately, most training is limited to products & systems

Change that produces results



HR that impacts

- Does your company put its money where its mouth is, what is happening to your HR/Training **budget**?
- Are you on the centre of your organisation or on the sideline? How does senior management get involved in your work? Visible **leadership involvement** is important
- Are you busy reacting to operational pressures or leading **strategically**
- What is the **ROI of HR** training, can you measure it? When did you do it last?
- Train for performance improvement, training is a major change catalyst but it must be part of an organisational change initiative, transformation through training
- Training on its own has limited impact
- Are performance management, coaching, training, career planning, compensation linked



Training that produces results

Individual

Have Career & Development Discussions with Supervisors

Align KPIs and Training Programme

Supervisors Attend Training

Performance Reviews of Supervisors

Incentives for Milestones

Final Presentations with Award for Top 3 Performers

Team

Project Team creates Project Plan

Create Incentives for Team to Achieve Project Goal

Coaching the Supervisors by Managers

Coaching the Agents by Supervisors

Buzz Sessions with Agents

Organisation

Appoint Programme Champion amongst Leaders

Set Goals & Measures of Success for Project

Set up of ROI study

Visible Leadership Action in Support of Project

Tracking of Monthly Progress of Project

Communicate & Recognise project and participants

Take away

- What practical steps can you take away to your organisation?
- Glad to help you develop your own solutions

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THANK YOU



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