



## **ECRI Americas Client & Industry Outreach Meeting**

**Houston, U.S.A**

**Thursday 5<sup>th</sup> November 2009**

### **BREAK – OUT WORKSHOP FEEDBACK**

#### **TOPIC – 3**

**“Hiring and Retaining Key Talent during the Recession“**

-- Opening Presenter and Facilitator: **John Lee, URS, Washington Division**

-- Feedback Presenter: **James Arrow, KBR**

#### **Feedback**

**Q: Has the Talent War been suspended by the Economic Recession?**

- Movement from PMS and above – Ideal time to ‘upgrade’ key players (selective).
- Fought on a One-Way front
- Opportunity for more protracted Selection

**Q: Have there been Training & Development Cutbacks?**

- More selective application of available resources
- Key/core methods or processes updated
- Greater care to develop ‘Key talent’
- Targeted training (developing specific skills)

**Q: Talent Improvement/Retention? Going it Alone (A) or External Collaboration (C): A or C**

- Construction image revitalisation (publically) – C
- Engage talent pool earlier – C
- Make good seats available – A
- Company-wide communication cascade (reinforcing industry fundamentals) – A
- Selling the industry/business to individuals – A & C