

# ECRI Americas Client & Industry Outreach Meeting

Houston, USA  
Thursday 5<sup>th</sup> November 2009



# Agenda Item 6

## BREAKOUT GROUP TOPIC INTRODUCTIONS

**Topic 3 – Hiring & Retaining Key Talent during the Recession**

**- John Lee, URS Washington Division**

# Why it Remains an Issue....

➤ **Excellent Project performance is vital to growth...and survival**

- Risk: “Stretching” good resources too far
- Risk: Insufficient management oversight

➤ **The “Talent War”**

- Between Industry Competitors
- Clients poaching best people: Higher salaries and benefits

➤ **Limited Resource Pool**

- Attractiveness of Industry for Top Talent and New Talent
- Use of “High-Value” resources has limitations
- Hiring also has risks: cultural, and “actual” vs “advertised” skills



# Solutions?

## ➤ **Within Companies**

- Becoming the “Employer of Choice”
- Increased development programs to organically grow more talent

## ➤ **External (Collaborative Solutions)**

- Actions to enhance the Industry image
- Reaching out to Universities
  - Curriculums and Courses
  - Apprenticeships
- Support from clients or governments?



# Questions for the Workshop...

1. Is the suspension of the “Talent War” due to the recession a myth? Is your **KEY** talent continuing to move?
2. Have companies really cut back on training and development of **KEY** talent during the recession or is this a myth?
3. We talk about the recession as affording the possibility of collaboration between companies to address talent availability, but is such collaboration realistic (recession or not)? Is talent recruitment, development and retention simply a corporate “untouchable?” If not, what can we do together?