

## **It's 2008: Do You Know Where Your Talent Is?**

### **Why Acquisition and Retention Strategies Don't Work**

#### **PSC Executive Summary**

A critical talent crisis is emerging worldwide across all industries as the Baby Boom demographic enters its retirement phase. By 2008 the first Baby Boomers will turn 62, the North American average age of retirement. At the same time, a smaller youth cohort emerges with a limited interest in skills development, further exacerbating an already dire situation. Universities and Colleges can't fix the skills gap when fewer students are qualified to enter (32% in the US), students aren't interested in technical skills development like science and engineering (only 5% in US compared to 42% in China), and schools can't keep up with rapid advancements.

A labour shortage coupled with a skills gap is of special concern to the policing community for many reasons:

- The majority of the police leadership is poised to exit,
- Crime is becoming more advanced and demands more knowledge, experience, analytical abilities, technical skills
- Selective recruiting based on ethical, personal, medical, technical, physical, and intellectual criteria requires a large applicant pool
- Labour pool competition as all industries vie for a small pool of skilled resources

Deloitte Research group examines the talent shortage and skills gap for the future and presents ways to address this crisis now.

They explore the importance of understanding and meeting the needs of an organization's critical talent - the individuals that drive a disproportionate share of the company's business performance and create the most value for customers and stakeholders.

They also examine the prevalence and impacts of the disengaged employee and suggest that more than half of the workforce is fed up with their current work situation. Those who are disengaged are a negative force to organizations – they pull down productivity, increase churn and darken the morale of the people around them. Addressing workplace relationships (boss) is key, as are redesigning jobs, helping employees manage their workload, providing all tools, and ensuring key people are effectively developed and deployed.

Recruitment or acquisition and retention have been the key focus of most approaches to managing labour issues. What Deloitte Research suggests is that this focus needs to be realigned and time and effort need to be directed toward

- Deployment – helping workers identify their deep-rooted interests, skills and



knowledge and find their best fit within the organization (crafting the job design and conditions that help them perform)

- Development – provide real-life learning experiences to stretch employees (trial by fire learning and quality interactions with peers and mentors).

Traditional career ladders are shrinking as organizations flatten. Employees need to be provided with lateral experiences to be challenged and develop. Advancement needs to be redefined to include the opportunity for many career paths across divisions, business units, geography, and professions. Greater internal mobility will inspire a more engaged workforce. A policing career offers many opportunities for task variety, career choices, professional development and continued professional growth.

Success for organizations of the future including Policing organizations depends upon effective Talent Management. By investing in the people of an organization including recent hires, current employees and those exiting the workforce, the organization will be rewarded through their loyalty, productivity, and longevity.

Deloitte Research, 2004