

Energise 2009 Human Capital Data & Insights Report

Essential information at your fingertips
to save you time, and help you
make strategic decisions and
create a robust business case
for your Human Capital initiatives.

Sample

LEADERSHIP
MOTIVATION
TEAMWORK SUCCESS
CREATIVITY
INNOVATION





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Note: We consciously chose not to use an index with pages nos in case your individual computer settings affect the pages. The information is alphabetical so should be quick to find what you need.



Why this report?

The report "*What customers want from HR*" by The Institute of Employment Studies (IES Sept 2008) shows that what managers want are 'people partners' - someone with real expertise who can help them address their people issues in a business context. An independent minded responsive, proactive and professional resource to help them spot people issues ahead of time and help them address them.

Energise identified a need to create a report with top line data about human capital issues to support SMEs and business owners to attract, develop and retain the talent they need to achieve their business objectives.

We have spent 9 month collecting and synthesising data from many diverse sources including Towers Perrin, Boston Group, CIPD etc so that you have it at your fingertips. Whether it is to help shape your 2009 plans, to reduce employee turnover or make your budgets go further, this report will save you time, help you get more out of your employees and support you to be strategic about your human capital in challenging times. We hope that you find it useful. Any feedback welcome - please e mail info@liberateyourtalent.com



How to use this report

At the beginning of the report is a summary article of key themes with 'at a glance' topic sub headings.

The data is arranged in alphabetical order so it is easy to find. The source of the information is shared in all cases, important for credibility.

At the back of the report is an alphabetical list of the information sources with their web site address, should you want to find out more about a particular topic.



Sample data

Skills - Untapped potential

A survey reveals 60% of employees' feel they possess untapped potential their employers should be using.

If all their untapped skills were used at work, employees said they would feel more motivated (45%); more empowered at work (32%); and would stay at their present company for a longer period of time (26%).

Tapping into hidden skills are going to waste as 59% of employers have never even discussed hidden skills with their employees. Figures rise to 67% in large organisations (250+ employees) and 74% among semi-skilled and unskilled manual workers.

Employers simply don't ask about relevant skills that could benefit their business.

Liberating under-utilised skills makes good business sense but it also motivates and empowers employees.

Source = Learn direct Business '*Hidden Skills*' survey

Talent management - Planning

- Less than 30% of companies have a talent management strategy in place, and 34% have no strategy or plans for one in the next year

(Source Unified "Talent Management: Critical to UK Business" Taleo Research, in conjunction with Business Intelligence May 2008)

Talent management - Retention

During the current economic downturn, 74% of respondents are seeing an increased need to retain top performers by driving the focus on performance management and career planning.



67% think succession planning and internal mobility programmes can maximise the value from current employees, while 63% report the importance of quality of hire increases in this current climate compared to a high growth period (53%).

Source = Unified “Talent Management: Critical to UK Business” Taleo Research, in conjunction with Business Intelligence May 2008

(The research examines the detailed views of 186 UK businesses towards talent management, its impact on business performance, especially in the context of high-pressure economic conditions, and the challenges associated with executing a talent management strategy.)

The results revealed that 48 per cent report their reward programmes support efforts to retain their best talent, versus 28 per cent of poorer performers. Of the organisations surveyed, 41 per cent say that line managers in their organisation create a positive work climate, whereas only 21 per cent of peer companies respond similarly.

Talent war - Impact of shortages

89% of respondents indicate that talent shortages are impacting or highly impacting leadership development in their organisations, with 76% of those surveyed expecting the current talent shortage to remain the same or increase (40%) over the next 12 months.

Source Unified “Talent Management: Critical to UK Business” Taleo Research, in conjunction with Business Intelligence May 2008

- 83% of companies are experiencing a strong impact on the business’ ability to innovate
- 80% report an impact from talent shortages on their growth plans
Talent shortages are impacting productivity for 72%
- Customer satisfaction is being impacted for nearly two-thirds (63%)



The majority of UK businesses (60%) consider talent management essential for business success

(Source Unified “Talent Management: Critical to UK Business” Taleo Research, in conjunction with Business Intelligence May 2008)



Training budget trends

- Median training per employee is £300, up from 2007 (£272) and 2006 (£278)
- The voluntary sector continues to spend far more on training per employee than other sectors, with a figure of £375 per employee compared with £296 in the private sector and £222 in the public sector
- The smallest companies spend more per employee (£375) while the larger companies (those employing more than 5,000 employees) spend the smallest amount per employee (£108)

Source = CIPD L&D survey 2008

- It is estimated that £33B is spent on training by UK firms and only 10% of this on higher level skills, helping to ensure that the skills employees need are the ones they attain and to ensure that employees are able to be competent throughout their career. (Source People management 2008)

Work Life balance

- 87% of people aged between 25 and 54 crave a better work life balance (Source - Mintel Alternative futures for one life, Holistic Tourism Feb 07)
- Big challenges for HR as more and more employees will expect to have more control over their working lives as they look for employers of choice. It will be down to HR to gather intelligence to help employers gain a better understanding of what makes people stay in their organisation - (Source - Employee finance, People Management, Jan 08)
- Work life balance is the no 1 goal for 43% of junior staff and 60% of senior staff (source = Universum survey of 1000 junior and senior professionals Career Times 17.1.08)
- 87% of people aged between 25 and 54 crave a better work life balance (Source - Mintel Alternative futures for one life, Holistic Tourism Feb 07)
- Big challenges for HR as more and more employees will expect to have more control over their working lives as they look for employers of choice. It will be down to HR to gather intelligence to help employers gain a better understanding of what makes



people stay in their organisation - (Source - Employee finance, People Management, Jan 08)

- Work life balance is the no 1 goal for 43% of junior staff and 60% of senior staff (source = Universum survey of 1000 junior and senior professionals Career Times 17.1.08)
- 51% sometimes had difficulty with their work life balance - (Source - Twenty4-seven Survey, 2008)
- Only around 19% reported that work is an exciting part of their lives. 33.2% said they enjoyed coming into work, 31.5% reported really enjoying their job. - (Source - Twenty4 - Seven Survey, 2008)
- 78% reported that they derived great satisfaction from doing a good job. Very few people believed that working long hours was the way to get ahead. 23% reported
- that they chose to work longer hours because they felt it was important. - (Source - Twenty4 - Seven Survey, 2008)
- 34% said they felt that they put family ahead of the demands of their career most of the time. 36% reported that they missed family and social occasions due to work. 23% reported resenting the hours away from the family and friends and they did not see their children as much as they would like. A third reported that family and friends complained about their excessive hours they had to work. (Source - Twenty4 - Seven Survey, 2008)
- Being busy at work seems to be the reality for the majority with 56% reporting that the amount of work had increased in the last 12 months and only 11% reporting a decrease. (Source - Twenty4 - Seven Survey, 2008)
- 70% of the sample indicated that working life felt out of control at least some of the time. 49.9% felt this way sometimes, 15.6% said almost all the time and 5% felt this way all of the time. 24.5% said they never felt out of control. (Source - Twenty4 - Seven Survey, 2008)



Appendices

Appendix 1

Further details about information sources (alphabetical order)

Accenture - <https://www.accenture.com>
Antal - <http://www.antal.com>
BBC News - <http://news.bbc.co.uk/>
Boston Group Consulting - <http://www.bcg.com>
Business week - <http://www.businessweek.com>
Career Times - <http://www.careertimes.com.hk>
CBI - <http://www.cbi.org.uk>
Centre for Economics and Business Research - <http://www.cebr.com/>
Centre for Future Studies - <http://www.futurestudies.co.uk/>
Centre for Women's business research - <http://www.nfwbo.org/>
CHA - <http://www.hobby.org/>
Chiumento - <http://www.chiumento.co.uk>
CIPD - <http://www.cipd.co.uk>
CMC - <http://www.cmc-careers.com>
CMI - <http://www.managers.org.uk/>
Croner - <http://www.croner.co.uk>
DDI - <http://www.ddiworld.com/>
Dept of health - <http://www.dh.gov.uk/en/index.htm>
Director magazine - <http://www.director.co.uk/>
Economic Journal -
<http://www.res.org.uk/economic/economichome.asp>
Energise www.liberateyourtalent.com
Eurostat - http://epp.eurostat.ec.europa.eu/portal/page?_pageid=1090,30070682,1090_33076576&_dad=portal&_schema=PORTAL
Evening Standard - <http://www.thisislondon.co.uk/standard/>
Flexibility - <http://www.flexibility.co.uk/>
Fortune - <http://www.fortune.co.uk/>
Government accounting Office - <http://www.gao.gov/>
Harvard business review -
<http://harvardbusinessonline.hbsp.harvard.edu>
Harvey Nash - <http://www.harveynash.com/>
Hay Group - <http://www.haygroup.com/uk/>
Henley Management College - <http://www.henley.dk/>



Hewitt - <http://www.hewittassociates.com/Intl/EU/en-GB/Default.aspx>
Hudson - <http://www.hudson.com/>
ICAEW - <http://www.icaew.com>
INM - <http://www.inm.com>
Institute of employment studies - <http://www.employment-studies.co.uk>
Interroute - <http://www.jonlee.co.uk/content.asp/o/6343/s/404>
Investors in people - <http://www.investorsinpeople.co.uk/Pages/Home.aspx>
Jobsite - <http://www.jobsite.co.uk>
Korn Ferry - <http://www.kornferry.com/>
KPMG - <http://www.kpmg.co.uk/>
Learn Direct - <http://www.learndirect.co.uk/>
London Lite - <http://www.thelondonlite.co.uk/advertising/index.html>
Managing partner magazine - <http://www.mpmagazine.com/>
Mckinsey - <http://www.mckinsey.com/>
Mind - <http://www.mind.org.uk/>
Intel - <http://www.intel.com/>
Monster - www.monster.co.uk
NAPF <http://www.napf.co.uk>
Office For National Statistics - <http://www.statistics.gov.uk/>
Pentacle - <http://www.pentacle.co.uk/>
People Alchemy - <http://www.peoplealchemy.co.uk/>
Personnel Decision international - <http://www.personneldecisions.com/uk/>
Psychologies magazine - <http://www.psychologies.co.uk>
Recruitment and employment federation - <http://www.rec.uk.com/home>
Reed business information - <http://www.reedbusiness.co.uk>
Robert Half - <http://www.roberthalf.co.uk/>
Roffey Park - <http://www.roffeypark.com/Pages/Realhome.aspx>
Self trade survey - <http://www.selftrade.co.uk/services/what-we-offer.php>
Talent drain - <http://www.talentdrain.com/RS08.asp>
Talent pool - <http://www.thetalentpool.co.uk/>
Taleo - http://www.taleo.com/LP/080101_Google_eRecruiting/secure/index.php?_kk=taleo&_kt=5a9aae47-74e9-4ccc-89bf-ec808d604161&gclid=CImiwfKhppYCFRdqQgodwX407A
Talentsmoothie <http://www.talentsmoothie.com/>
The Chartered Institute of accountants - <http://www.icaew.com>
The London Paper <http://www.thelondonpaper.com>



Times best companies to work for list -
http://business.timesonline.co.uk/tol/business/career_and_jobs/best_100_companies/best_100_tables/
Towers Perrin - <http://www.towersperrin.com/tp/lobby.jsp?country=global>
Twenty4Seven - <http://www.twenty4sevenservices.co.uk/>
Universum - <http://www.universumglobal.com/About-Universum/About-Universum>
US Dept of labour - <http://www.dol.gov/>
Uswitch - <http://www.uswitch.com>
Work Foundation - www.theworkfoundation.com/
Workwise - <http://www.workwiseuk.org/>
World federation of personnel management -
<http://www.wfpma.com/>
YouGov - <http://www.yougov.co.uk/>



Appendix 2

About Energise

Talent is the no 1 issue for CEOs around the world. This is because we are living in a knowledge economy and there is a talent shortage. Companies need employees with the right skills and attitude to fit their culture and help the business to achieve its objectives. 'Talent' is the word used to describe these employees and 'employer brand' as the company experience to attract them to want to join, rather than join your competitors.

Energise specialise in an integrated strategic yet targeted approach to attract, engage and develop the talent companies need to grow long term. The employer brand and insights about the needs of the target audiences are at the heart of what we do. We apply a seamless approach and connect all parts of your organisation; the Board, HR, Marketing, line managers and target talent. We act as a lynchpin connecting the different parts of organisations, reducing silos and bringing objectivity and expertise. We help to overcome the actual and perceived blocks to progress and share unique insights about the fears and aspirations of talent, from our extensive work coaching individuals.

We get to the bottom of the issue, starting with analysing data and speaking to key people. We bring new insights and fresh clarity to inform decision-making and change. We share simple and cost effective ways to target talent and engage and develop the people you want to keep. We also help you to implement the changes, using internal resources as much as possible. We only work with one company in each sector, so you have exclusivity over our input and knowledge, ensuring that you attract the best talent ahead of your competitors.

We focus on 3 key aspects of talent management, in an integrated way:

- Attraction - via defining a differentiated and compelling employer brand (how your company needs to be to be attractive to your target talent and stand out from your competitors)
- Engagement - by optimising the employee experience (how talent experience your company through every interaction that they have from recruitment, your web site, induction, performance appraisal etc)
- Development - the employee proposition (what the employee gets from joining you, including learning & development and job design)



We help to make our clients the leading employer of choice in their sector, so they attract the best talent, resulting in substantial and lasting improvements in their business performance.

Energise is an established company set up over 11 years ago with clients that include Cranfield University, Diageo, Allergan Pharmaceuticals and Clifford Chance. Energise is headed up by Rachel Brushfield whose background is marketing, research, brand and communication strategy and life, career and executive coaching. Rachel is a member of the *Chartered Institute of Marketing* (CIM), The *International Coaching Federation* (ICF) and an affiliate member of The *Chartered Institute of Personnel Development* (CIPD). Energise use an associate model, with trusted associates in competencies, leadership, HR and visual communication. An associate model keeps fixed costs down, so you only pay for what you need when you need it.

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