



# Certified Talent Manager Sample Material

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## 1. TALENT MANAGEMENT

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Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. The field increased in popularity after McKinsey's 1997 research] and the 2001 book on The War for Talent. Talent management in this context does not refer to the management of entertainers.

### 1.1. Talent Basics

#### **Talent**

The term talent dates back to ancient Greeks and biblical times, starting out as measure of weight, then becoming a unit of money, and later meaning a person 's value or innate abilities (Michaels et al., 2001). We might now refer to a person with innate abilities as a “gifted” individual.

We could make a distinction between individuals who have innate abilities in an area (who are gifted) and those who have learned their skills and knowledge. Of course, people have a mix of natural and learned abilities and skills. That distinction, however, is not common in organizations, so our use of the term talent includes people with both innate and learned skills. In organizations talent can refer to

An individual's skills and abilities (talents) and what the person is capable of doing or contributing to the organization

A specific person (she is a talent, usually implying she has specific skills and abilities in some area)

A group (the talent) in an organization

In groups talent can refer to a pool of employees who are exceptional in their skills and abilities either in a specific technical area (such as software graphics skills) or a competency (such as consumer marketing talent), or a more general area (such as general managers or high-potential talent). And in some cases, “the talent” might refer to the entire employee population. Many companies now have multiple talent pools, beyond their high-potential pool. Other versions have been called acceleration pools (Byham, Smith, & Paese, 2002) and pivotal talent pools (Boudreau & Ramstad, 2005), which are different ways to define a talent pool and guide decisions about talent and on how much to invest in them.

Over the years as companies have de-layered, eliminated bureaucratic systems, and globalized, the nature of organizational talent has changed from a focus on division of labor distinctions to an evaluation of strategic contributions. Sears suggests that “talent is knowledge” (as a competitive advantage) and that it is shaped by what customer's value.

#### **Talent Management**

Talent management is an emerging concept in corporations. Although the term talent management is becoming more widely used, it does not have a single, clear definition. Discussions about talent management often focus on what processes or components are included and what types of talent are managed. The term is often used informally without any specific definition. Lewis and Heckman (2006) found a variety of definitions for talent management – as a process, as an outcome, and as a specific decision – which adds to the confusion.

Talent management is the science of using strategic HR to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning. A talent-management strategy needs to link to business strategy to make sense.

Talent management is an integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs.

### 1.2. History

The term was coined by McKinsey & Company following a 1997 study. It was later the title of a book by Ed Michaels, Helen Hadfield-Jones, and Beth Axelrod however the connection between human resource development and organizational effectiveness has been established since the 1970s.

The profession that supports talent management became increasingly formalized in the early 2000s. While some authors defined the field as including nearly everything associated with human resources, the NTMN defined the boundaries of the field through surveys of those in corporate talent management departments in 2009-2011. Those surveys indicated that activities within talent management included succession planning, assessment, development and high potential management. Activities such as performance management and talent acquisition (recruiting) were less frequently included in the remit of corporate talent management practitioners. Compensation was not a function associated with talent management.

The issue with many companies today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract and retain employees, but rather must be practiced at all levels of the organization. The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives.

The talent management strategy may be supported by technology such as HRIS (HR Information Systems) or HRMS (HR Management Systems).

### 1.3. Emergence

After years of an ever-changing context, companies started implementing a number of procedures aimed to ensure their survival over time. In particular, de-layering, outsourcing, rightsizing, and down scoping were the 'solutions' that organizations employed to stop the bleeding (at least that was what they believed). The results of these procedures were flatter structures, new forms of organizing, and a large quantity of consultants, who flocked into companies with grand ideas that made employees tremble with fear - everything ending with -ing was synonymous with disaster for many people who lost their jobs. Today, skilled employees are becoming a scarce resource for

many organizations. Because of this, companies are investing in recruiting, searching for the best talent they can find in today's limited market.

Formerly, when companies evaluated production locations, not only were costs considered but also proximity to different markets. Today, companies are also regarding talent as a key element in their location decisions.

There is a great demand for highly valued and high-caliber managerial talent. The best people are constantly offered new jobs, making it difficult to retain them over long periods of time. Talented people know they are at an advantage when it comes to negotiation, in contrast to the suffering they were put through in the 1980s. This is the game firms are obliged to play today; a game of stakes, which affects companies' operations and, in turn, can negatively affect firms' bottom lines if they do not anticipate their future talent needs and have a clear talent strategy to meet their anticipated needs.

The previous stability is now characterized by complexity, which includes crises and market jolts. The long-term career path has been replaced by people changing jobs frequently to mould their careers according to their wishes. Not surprisingly, therefore, an increase in hiring from outside the firm has replaced the old paradigm of raising people from within only. The increase in labor market mobility has decreased the commitment of employees to the

Three main changes that have influenced talent in recent decades

- ✓ Macro-environmental changes, such as globalization, information technology, knowledge-based competition and political, economic and financial uncertainty.
- ✓ New forms of organizing, which have shifted the traditional hierarchical structure towards leaner and flatter organization.
- ✓ Demographic changes, which require that companies learn how to deal with three overlapping generations: Baby Boomers, Gen Xers and Gen Yers .

### **1.4. Evolution**

Talent management has evolved from evolution of corporate HR and the evolution has been in various stages as

#### **Stage 1 - Personnel Department**

In the 1970s and 1980s the business function which was responsible for people was called "The Personnel Department." The role of this group was to hire people, pay them, and make sure they had the necessary benefits. The systems which grew up to support this function were batch payroll systems. In this role, the personnel department was a well understood business function.

#### **Stage 2 - Strategic HR**

In the 1980s and 1990s organizations realized that the HR function was in fact more important - and the concepts of "Strategic HR" emerged. During this period organizations realized that the VP of HR had a much larger role: recruiting the right people, training them, helping the business design job roles and organization structures (organization design), develop "total compensation" packages which include benefits, stock options and bonuses, and serving as a central point of communication for employee health and happiness.

The "Head of Personnel" became the "VP of HR" and had a much more important role in business strategy and execution. The systems which were built up to support this new role include recruiting and applicant tracking (ATS), portals, total compensation systems, and learning management systems. In this role, the HR department now became more than a business function: it is a business partner, reaching out to support lines of business.

### Stage 3 - Talent Management

We are now entering a new era, i.e. the emergence of "Talent Management." While strategic HR continues to be a major focus, HR and L&D organizations are now focused on a new set of strategic issues

- ✓ How can we make our recruiting process more efficient and effective by using "competency-based" recruiting instead of sorting through resumes, one at a time?
- ✓ How can we better develop managers and leaders to reinforce culture, instill values, and create a sustainable "leadership pipeline?"
- ✓ How do we quickly identify competency gaps so we can deliver training, e-learning, or development programs to fill these gaps? How can we use these gaps to hire just the right people?
- ✓ How do we manage people in a consistent and measurable way so that everyone is aligned, held accountable, and paid fairly?
- ✓ How do we identify high performers and successors to key positions throughout the organization to make sure we have a highly flexible, responsive organization?
- ✓ How do we provide learning that is relevant, flexible, convenient, and timely?

These new, more challenging problems require new processes and systems. They require tighter integration between the different HR silos -- and direct integration into line of business management processes. Today organizations are starting to buy, build, and stitch together performance management systems, succession planning systems, and competency management systems. The HR function is becoming integrated with the business in a real-time fashion.

### 1.5. Talent Management

Talent management implies that companies are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organization.

Research done on the value of talent management consistently uncovers benefits in these critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization. The mindset of this more personal human resources approach seeks not only to hire the most qualified and valuable employees but also to put a strong emphasis on retention.

#### Evaluations

From a talent management standpoint, employee evaluations concern two major areas of measurement: performance and potential. Current employee performance within a specific job has always been a standard evaluation measurement tool of the profitability of an employee. However, talent management also seeks to focus on an employee's potential, meaning an employee's future performance, if given the proper development of skills and increased responsibility.

## Competencies and Talent Management

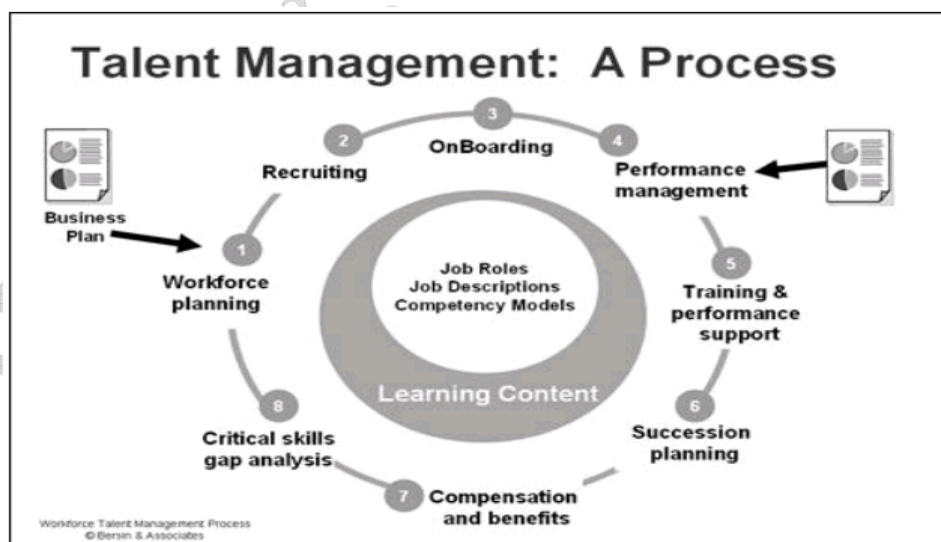
This term "talent management" is usually associated with competency-based management. Talent management decisions are often driven by a set of organizational core competencies as well as position-specific competencies. The competency set may include knowledge, skills, experience, and personal traits (demonstrated through defined behaviors). Older competency models might also contain attributes that rarely predict success (e.g. education, tenure, and diversity factors that are illegal to consider in relation to job performance in many countries, and unethical within organizations). New techniques involve creating competency architecture for the organization that includes a competency dictionary to hold the competencies in order to build job descriptions.

## Talent Marketplace

A talent marketplace is an employee training and development strategy that is set in place within an organization. It is found to be most beneficial for companies where the most productive employees can pick and choose the projects and assignments that are ideal for the specific employee. An ideal setting is where productivity is employee-centric and tasks are described as —judgment-based work, for example, in a law firm. The point of activating a talent marketplace within a department is to harness and link individuals ‘particular skills (project management or extensive knowledge in a particular field) with the task at hand. Examples of companies that implement the talent marketplace strategy are American Express and IBM.

### 1.6. The Talent Management Process

Organizations are made up of people: people creating value through proven business processes, innovation, customer service, sales, and many other important activities. As an organization strives to meet its business goals, it must make sure that it has a continuous and integrated process for recruiting, training, managing, supporting, and compensating these people. The following figure shows the complete process



The various processes as illustrated above are

- ✓ Workforce Planning - Integrated with the business plan , this process establishes workforce plans, hiring plans, compensation budgets, and hiring targets for the year.
- ✓ Recruiting - Through an integrated process of recruiting, assessment, evaluation, and hiring the business brings people into the organization.
- ✓ Onboarding - The organization must train and enable employees to become productive and integrated into the company more quickly.
- ✓ Performance Management - by using the business plan , the organization establishes processes to measure and manage employees. This is a complex process in itself.
- ✓ Training and Performance Support - of course this is a critically important function. Here we provide learning and development programs to all levels of the organization. This function itself is evolving into a continuous support function.
- ✓ Succession Planning - as the organization evolves and changes, there is a continuous need to move people into new positions. Succession planning, a very important function, enables managers and individuals to identify the right candidates for a position. This function also must be aligned with the business plan to understand and meet requirements for key positions 3-5 years out. While this is often a process reserved for managers and executives, it is more commonly applied across the organization.
- ✓ Compensation and Benefits - clearly this is an integral part of people management. Here organizations try to tie the compensation plan directly to performance management so that compensation, incentives, and benefits align with business goals and business execution.
- ✓ Critical Skills Gap Analysis - this is a process we identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be "business-critical." For example, today industries like the Federal Government, Utilities, Telecommunications, and Energy are facing large populations which are retiring. How do you identify the roles, individuals, and competencies which are leaving? What should you do to fill these gaps? We call this "critical talent management " and many organizations are going through this now.

In the center of this process are important definitions and data on job roles, job descriptions, competency models, and learning content.

### **1.7. Current Application of Talent Management**

In adverse economic conditions, many companies feel the need to cut expenses. This should be the ideal environment to execute a talent management system as a means of optimizing the performance of each employee and the organization. Selection offers are larger turn on investments. Job analysis and assessment validation help enhance the predictive power of selection tools. However, within many companies the concept of human capital management has just begun to develop. With more companies in the process of deepening their global footprints, more questions have been asked about new strategies and products, but very few on the kind of leadership structure that will bring them success in their globalization process. —In fact, only 5 percent of organizations say they have a clear talent management strategy and operational programs in place today A talent management system (TMS) is an integrated software suite that addresses the —four pillars of talent management: recruitment; performance management; learning and development; and compensation management.

## Purpose

Whereas traditional HRMS and enterprise resource planning (ERP) systems focus primarily on transaction processing and the administration of basic human resources processes such as personnel administration, payroll, time management, etc., talent management systems focus on providing strategic assistance to organizations in the accomplishment of long-term enterprise goals with respect to talent, or human capital. Talent management systems may also be referred to as or paired with an applicant tracking system (ATS) in either standalone application or as a suite of products. According to Bersin, talent management may be defined as the implementation of integrated strategies or systems designed to improve processes for recruiting, developing, and retaining people with the required skills and aptitude to meet current and future organizational needs.

## Functional Modules And Their Market Worth

TMS solutions typically offer one or many disparate or integrated modules which provide business functionality in areas of human capital management / human resources typically referred to as "strategic".

- ✓ Performance management
- ✓ Goal management
- ✓ Compensation management
- ✓ Talent acquisition / recruiting
- ✓ Learning management systems
- ✓ Career development
- ✓ Succession planning

The role of talent acquisition and performance management has increased many folds compared to learning management systems in the talent management market. Many companies which were earlier working on only one of these domains have moved to developing integrated talent management systems.

## Delivery methods

Many organizations struggle with HR data silos, disconnected technologies, and manual processes, the future of talent management is embodied in solutions designed from the ground up to provide business-centric functionality on a unified talent management platform. Talent management systems recently have been at the forefront of growth in the software as a service (SaaS) delivery market following earlier iterations in the standard HR systems space via application service provider (ASP) delivery models. Traditional delivery via on-premise license sales still exist, but are much less prevalent in the competitive space

## 1.8. Enterprise Systems Integration

Vendors of TMS software (Levensaler & Laurano 2009) typically claim varying degrees of integration with other enterprise software vendors, and in particular with leading vendors of HRMS systems. The accuracy of these claims is often a question of interpretation, as the degree to which each vendor integrates with 3rd party systems varies considerably depending on circumstances and both the vendor and the third party solution. In some cases, third party vendors offer certification for such scenarios, in order to offer some basis of comparison.



## Competitive market

The so-called war for talent has driven a marked increase of attention and investment in the talent management space as new vendors continue to enter to support an ever-growing demand for strategic human resources applications. Many of these competitors have entered via the software as a service (SAAS) delivery model, affording small and medium businesses (SMB) new less-costly options. The 2011 Gartner Magic Quadrants for Enterprise Performance Management and Corporate Learning Systems compare the major players of this market each year, and ranked Cornerstone on Demand, Saba Software, Success Factors and Comb data as the space leaders. \

## Talent management Strategy

Preparing for the further with talent pool development Effective leadership and talent development requires a long term view. While it's important to have development programs in place to address short term needs, what's more important is to address longer term needs. And one of the best ways to do that is through talent pool development.

With talent pool based leadership development, you identify high performing, high potential employees in all areas of the organization, assign them development plans to prepare them for career advancement, and periodically assess their progress. What's important here is to develop a talent pipeline for all critical areas of the business, leadership being only one of those.

So you need to start by looking at your organization's strategic plan, identify knowledge and experience areas that will be important to future success and competitiveness, develop competency models for each of these areas, and design learning paths/curricula to develop these competencies in increasing degrees. Then, match your high performing, high potential employees to the areas that best suit them, and start developing them.

What you'll end up with, is a robust talent pipeline, with employees at varying stages of development/readiness for advancement - which is exactly what you need to ensure your organization's future, support growth, and attract, engage and retain top talent.

So, add talent pool development to your 2013 resolutions/priorities. Enhancing employee performance with dynamic goal alignment/management. The second key talent management strategy that every HR team needs to have in place is organization centric goal management.

Research from Gallup and others shows that employee engagement and performance is enhanced when employees know what is expected of them, feel that their job is important to the organization's mission, and get regular feedback on their progress.

So if you want to drive up employee performance, set up a process that ensures

- ✓ Organizational goals are clearly communicated and are accessible to all employees
- ✓ Every employee has clear individual goals
- ✓ Individual employee goals are clearly linked to organizational goals so employees see how they are contributing to organizational success
- ✓ Employee progress on goals in monitored and communicated
- ✓ Organizational progress on goals in monitored and communicated

You really need all five of these elements for effective goal alignment/management that encourages high performance. Yet it's surprising how many organizations still fail to link employee goals to organizational goals. And among those that do, many still fail to monitor and communicate progress on goals - which is one of the best ways to keep everyone engaged, accountable and aligned.

**Resolve to be better at talent management**

So to get ready for 2013 and beyond, make sure you've got talent management strategies in place that support your organization's strategic plan, as well as the top HR priorities identified by global research. These basic actions will drive your success as well as your organization's.

**1.9. Opportunities and Challenges**

Interestingly, even with this diversity of perspectives, we found our views on today's top talent challenges to be surprisingly aligned. I thought you might like to see our list—and would love to hear your thoughts on things you're wrestling with that we missed.

**Here goes:**

- ✓ Attracting and retaining enough employees at all levels to meet the needs of organic and inorganic growth. All three companies are facing a talent crunch. Essar, for example, has grown from 20 thousand employees to a staggering 60 thousand in the past 3 years. Fifty-five percent of their employees have less than two years of tenure.
- ✓ Creating a value proposition that appeals to multiple generations. With four generations in today's workplace, most companies are struggling to create an employee experience that appeals to individuals with diverse needs, preferences and assumptions. The Gap, for example, has 153,000 people in its workforce. The stores have a high percentage of Gen Y employees, while corporate roles and leadership ranks are primarily made up of Gen Xers and Boomers. How does one create a compelling employee value proposition for the organization?
- ✓ Developing a robust leadership pipeline. I believe one of the biggest potential threats to many corporations is a lack of a robust talent pool from which to select future leaders. This is in part a numbers issue—the Gen X cohort is small and therefore, as I like to say, precious. But it's also an interest issue—many members of Gen X are simply not particularly excited about being considered for these roles. There was wide agreement among the panelists that a lack of individuals ready to move into senior client manager and leadership roles is a critical challenge.
- ✓ Rounding out the capabilities of hires who lack the breadth of necessary for global leadership. It's relatively straightforward to identify and assess experts in specific functional or technical arenas, but much more difficult to determine whether those individuals have the people skills, leadership capabilities, business breadth, and global diversity sensibilities required for the nature of leadership today. Increasingly, the challenge of developing these broader skill sets falls to the corporations. Essar has formed an academy specifically to develop and groom its own leaders.
- ✓ Transferring key knowledge and relationships. The looming retirement of a significant portion of the workforce challenges all companies, but particularly those who are dependent on the strength of tacit knowledge, such as that embedded in customer relationships, a key to Mercer's business success.
- ✓ Stemming the exodus of Gen X'ers from corporate life. A big threat in many firms today is the exodus of mid-career talent—people in whom the organization has invested heavily and in

whom it has pinned it hopes for future leadership. For example, developing talent management practices and programs calibrated to leverage technology and create greater work/life balance has been a priority for Mercer over recent years.

- ✓ Redesigning talent management practices to attract and retain Gen Y's. The challenge of calibrating talent management practices and programs to attract and engage our young entrants is critically important to all firms and particularly so for firms that depend on a strong flow of top talent, such professional service firms like Mercer. All three panelists agreed that making the business infrastructure more attractive to Gen Y is a high priority.
- ✓ Creating a workplace that is open to Boomers in their "second careers." Age prejudice still exists, but smart companies are looking for ways to incorporate the talents of Boomers and even older workers in the workforce. In many cases, this requires rethinking roles and work relationships.
- ✓ Overcoming a "norm" of short tenure and frequent movement. Some industries, such as specialty retail, are known for having a very disposable view of talent. Companies intent on changing that norm, such as The Gap, must address both external influences in the marketplace and an internal mindset. The Gap believes retaining employees in roles for 3+ years will be a key to their future earnings growth.
- ✓ Enlisting executives who don't appreciate the challenge. Many talent executives complain that business leaders still believe that people are lined up outside the door because of the power of the company's brand. The challenge of enlisting the support of all executives for the transition from a talent culture that has traditionally operated with a "buy" strategy to one that places more emphasis on "build" is widely shared.

There is no dearth of professionals but there is an acute shortage of talented professionals globally. Every year b-schools globally churn out management professionals in huge numbers but how many of are actually employable remains questionable! This is true for other professions also.

The scenario is worse even in developing economies of south East Asia. Countries like U.S and many European countries have their own set of problems. The problem is of aging populations resulting in talent gaps at the top. The developing countries of south East Asia are a young population but quality of education system as a whole breeds a lot of talent problems. They possess plenty of laborers - skilled and unskilled and a huge man force of educated unemployable professionals. These are the opportunities and challenges that the talent management in organizations has to face today - dealing with demographic talent problems.

Now if we discuss the problem in the global context, it's the demographics that needs to be taken care of primarily and when we discuss the same in a local context the problem becomes a bit simpler and easier to tackle. Nonetheless global or local at the grass roots level talent management has to address similar concerns more or less. It faces the following opportunities and challenges:

- ✓ Recruiting Talent - The recent economic downturn saw job cuts globally. Those who were most important to organizations in their understanding were retained, other were sacked. Similarly huge shuffles happened at the top leadership positions. They were seen as crisis managers unlike those who were deemed responsible for throwing organizations into troubled waters. It is the jurisdiction of talent management to get such people on onboard, who are enterprising but ensure that an organization does not suffer for the same.

- ✓ **Training and Developing Talent** - The downturn also opened the eyes of organizations to newer models of employment - part time or temporary workers. This is a new challenge to talent management, training and developing people who work on a contractual or project basis. What's more big a challenge is increasing the stake of these people in their work.
- ✓ **Retaining Talent** - While organizations focus on reducing employee overheads and sacking those who are unessential in the shorter run, it also spreads a wave of de motivation among those who are retained. An uncertainty about the firing axe looms in their mind. It is essential to maintain a psychological contract with employees those who have been fired as well as those who have been retained. Investing on people development in crisis is the best thing an organization can do to retain its top talent.
- ✓ **Developing Leadership Talent** - Leadership in action means an ability to take out of crisis situation, extract certainty out of uncertainty, set goals and driving change to ensure that the momentum is not lost. Identifying people from within the organization who should be invested upon is a critical talent management challenge.
- ✓ **Creating Talented Ethical Culture** - Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation are still more challenges and opportunities for talent management.

### Current Trends in Talent Management

If you ask me for the guidelines for talent management, my response would be the following:

- ✓ Developing employees
- ✓ Redeploying employees
- ✓ Retaining the best talent

Yes, the prime focus of talent management is enabling and developing people, since the quality of an organization is determined by the people it employs and has onboard. After hiring and deploying we may say that retaining and nurturing talent is quintessential.

Talent management also known as human capital management is evolving as a discipline that encompasses process right from hiring people to retaining and developing the same. So it includes recruitment, selection, learning, training and development, competency management, succession planning etc. These are all critical processes that enable an organization to compete and stand out in the market place when managed well!

Talent management is now looked upon as a critical HR activity; the discipline is evolving every day. Let's analyze some trends in the same.

- ✓ **Talent War:** Finding and retaining the best talent is the most difficult aspect of HR management. HR survey consultancies are one in their view that organizations globally are facing a dearth of talented employees and it's often more difficult to retain them. Further research has also shown that there is clear link between talent issues and overall productivity.
- ✓ **Technology and Talent Management:** Technology is increasingly getting introduced into people development. Online employee portals have become common place in organizations to offer easy access to employees to various benefits and schemes. In addition employees can also manage their careers through these portals and it also helps organizations understand their employees better.

- ✓ **Promoting Talent Internally:** An individual is hired, when there is a fit between his abilities or skills and the requirements of the organization. The next step is enabling learning and development of the same so that he/she stays with the organization. This is employee retention. An enabled or empowered means an empowered organization.
- ✓ It is also of interest to organizations to know their skills inventories and then develop the right individual for succession planning internally.
- ✓ **Population Worries Globally:** World populations are either young or aging. For example, stats have it that by 2050 60% of Europe's working population will be over 60! On the other hand a country like India can boast of a young population in the coming and present times. Population demographics are thus a disturbing factor for people managers. Still more researches have predicted that demographic changes in United States will lead to shortage of 10 million workers in the near future!
- ✓ **Talent Management to rescue HR:** HR has been compelled to focus on qualitative aspects equally and even more than quantitative aspects like the head count etc. Through talent management more effort is now being laid on designing and maintaining employee scorecards and employee surveys for ensuring that talent is nurtured and grown perpetually.
- ✓ **Increase in Employer of Choice Initiatives:** An organization's perceived value as an employer as helps improve its brand value in the eyes of its consumer. Most importantly it helps it attract the right talent.