

Talent Recruiting and Retention in a Competitive Environment

NDTMA 2014
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GE M&C

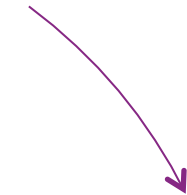


imagination at work

“Employees are a company’s greatest asset – they’re your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company’s mission.”
- Anne Mulcahy



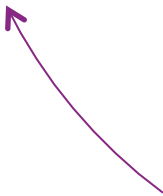
Identify



Develop



Retain



Transfer



The Human Resources
"Circle of Life"

Identify

Recruit by Need

- Long term vs. short term
- Technician vs. manager
- Novice vs. experienced

Where to Look

- Colleges & Universities
- Local vocational/technical schools
- Social media – Linked In/Twitter/FB

What to Look For

- Customer facing vs. internal
- Process oriented vs. flexibility
- Work ethic

How to Acquire

- Understand your candidate
- Financial packaging & compensation
- Setting expectations

Develop

Learn

Teach:

- Business
- Industry
- Customer base
- Company legacy

Apply

Experience:

- Tasks or projects across multiple functions
- Allow ownership & accountability
- Give them the tools to succeed.
- Rate them

Lead

Grow:

- Use lessons learned & experience to shape & grow the business
- Mentor next generations of leaders
- Ensure the future vitality of the company

Development at GE

Internships & Co-ops

- Assignments for college students which provide the needed hands and corporate experience they need to start navigating their professional careers
- Internship – 3 mo.
- Co-op – 6 mo.
- Students typically recruited during university fairs

Entry Leadership Programs

- Full-time rotational assignments for recent graduates which combine important projects with formal classroom studies
- Functions
 - Commercial (CLP)
 - Operations (OMLP)
 - Finance (FMP)
 - Engineering (EEDP)

Student Veterans

- GE is the #1 recruiter of service men & women in the US
- Veterans looking to begin a career after the military
- Junior Officer Leadership Program (JOLP)
- American Corporate Partners (ACP)

Experienced Leadership Programs

- Typically for 'experienced' professionals (5+ yrs. experience)
- 2-yr intensive course (often int'l) and spanning multiple GE businesses
- Functions
 - ECLP
 - EEEDP
 - EHRLP

GE Crotonville

Often described as the epicenter of GE culture, Crotonville is both a place and an ideal. It connects past, present, and future — our heritage and our vision. Here, we seek to define the state of the art of leadership, sharing ideas with the most influential thinkers in academia and business, and creating transformative learning experiences to inspire, connect and develop the GE leaders of today and tomorrow.

- Founded in 1956
- Crotonville is the world's first major corporate university
- The 59-acre main campus in New York hosts thousands of GE employees and customers each year



Retain

The top 10 most motivating factors for employees in 2013...

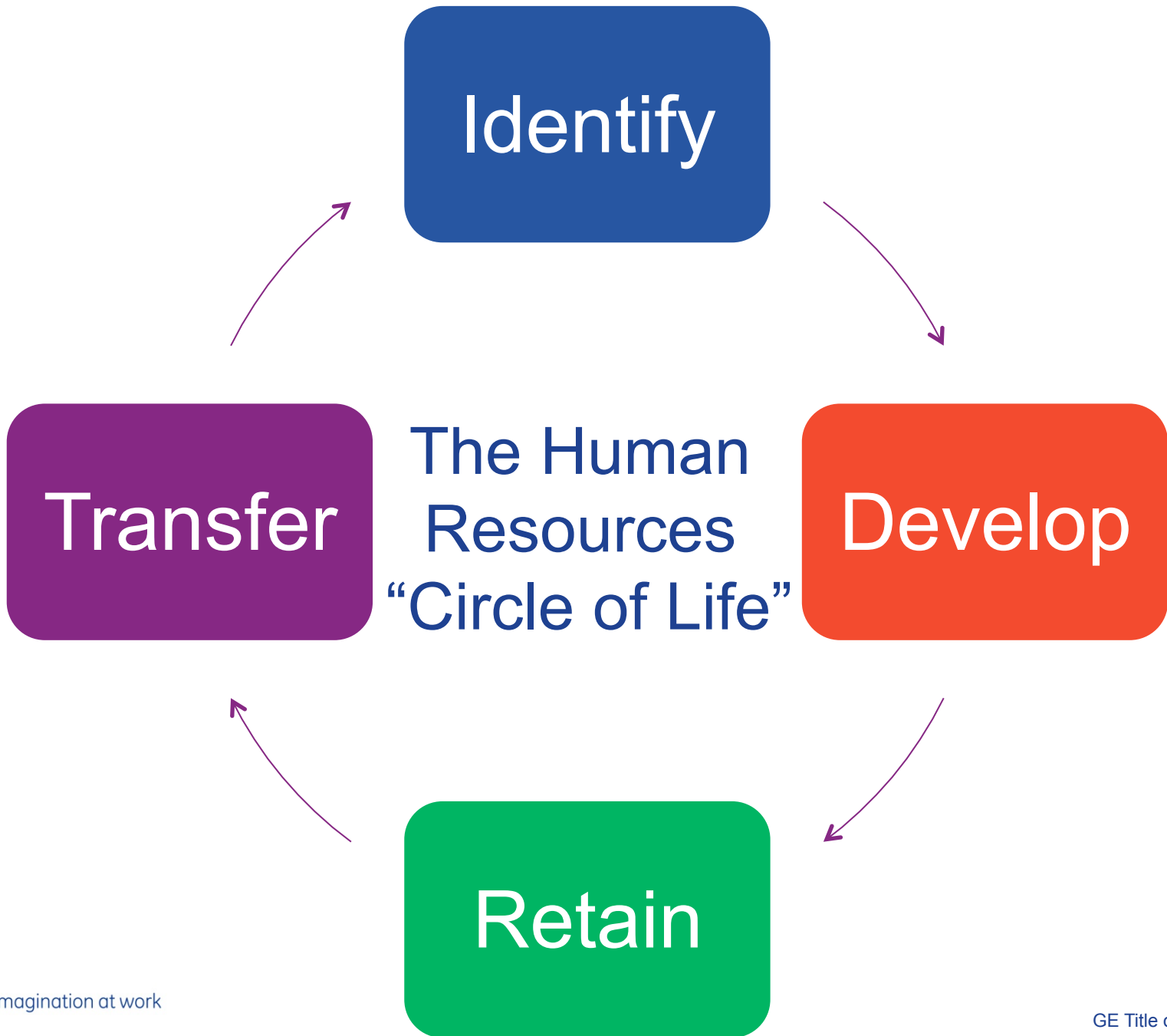
1. To be relevant
2. Workplace environment
3. Financial compensation
4. Job security
5. Recognition
6. Career progression
7. Work/life balance
8. Trustworthy leadership
9. Challenging projects
10. Reasonable commute

Transfer

Don't let your brains walk out the front door!

- Mentorship programs
- Shadowing
- 'Buddy' programs
- Train the trainer





“In your career, never do anything for money or title, do it for experience. If you do, you will never need to worry about money or title”

– Lorenzo Piccioni (CEO GE Capital)





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