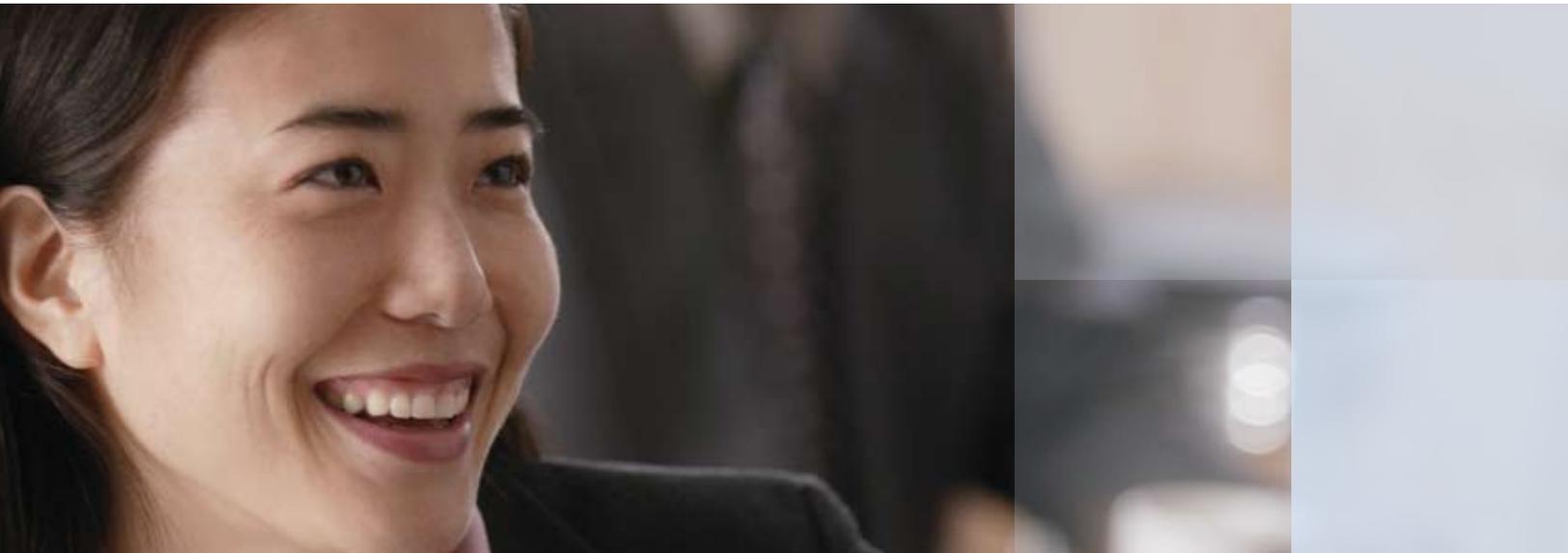


Accomplish your mission with talent management



The American workforce is at a demographic and cultural crossroads—shortages of specific skill sets, especially within the public sector, are due in part to the large number of retirement-eligible personnel and the driving demand for skilled workers in the private sector. At BearingPoint, we believe talent management will help our clients identify, develop and retain qualified individuals.

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We provide the world’s largest public and private organizations with creative and innovative solutions for improving their understanding and implementation of talent management.

Section I: Talent at the crossroads

The American workforce is at a demographic and cultural crossroads—baby boomers are retiring just as inexperienced, but tech-savvy, Generation Y workers are bursting onto the scene. Shortages of specific skill sets, especially within the public sector, are due in part to the large number of retirement-eligible personnel *and* the driving demand for skilled workers in the private sector. This problem will continue to manifest itself as public and private sector talent shortages into the foreseeable future.

Federal regulatory agencies—including the Government Accountability Office (GAO), Office of Management and Budget (OMB) and Office of Personnel Management (OPM)—are closely monitoring these talent declines and their potential impact on mission success. A March 2007 report, “Global Talent Shortage”, by Manpower Inc. sheds some light on the magnitude of the problem: Roughly 41 percent of global organizations in the report had difficulty filling positions. Without a doubt, managing talent in the midst of this historic workforce transformation requires both careful planning and guidance.

Talent management, in the form of implementing integrated strategies, will help our clients identify, select, align, develop, reward and retain qualified individuals. Further, by focusing on and measuring the impact of talent management strategies on organizational performance, development and capacity, our clients are able to achieve and quantify mission success. In short, we provide the world’s largest public and private organizations with creative and innovative solutions for improving their understanding and implementation of talent management.

Talent management is a core service offering, serving as the foundation for our Human Capital Management (HCM) Strategy and Deployment Model (Figure 1). Together with our complementary service offerings in human resources optimization, organizational design and workforce planning, BearingPoint’s Talent Management solution helps clients:

- Design and implement organizational structures that facilitate desired business outcomes.
- Equip the workforce with the required tools and skill sets.
- Streamline complicated and burdensome human resources processes and procedures.
- Demonstrate improvements in organizational performance.

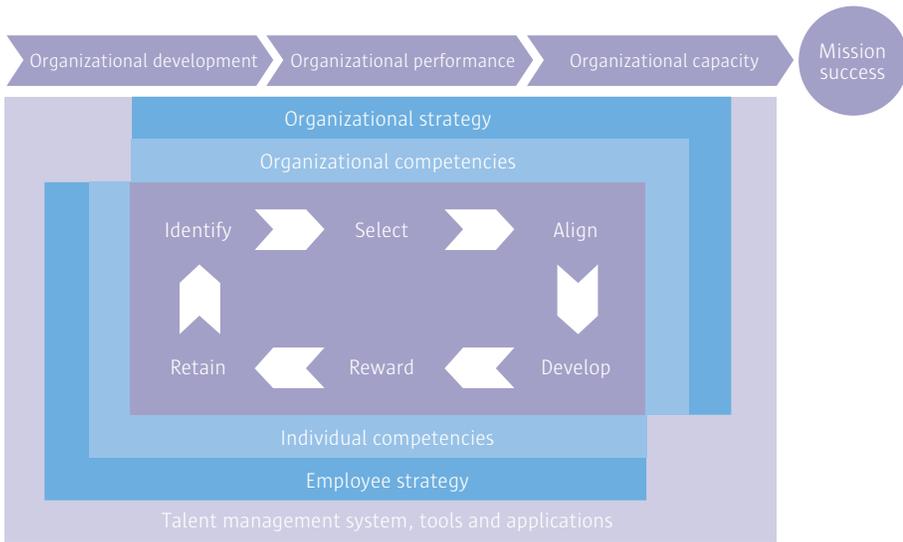
Figure 1. HCM Strategy and Deployment Model



Talent management is the answer

In the absence of an effective talent management program, labor shortfalls pose a threat to the productivity, performance and long-term sustainability of organizations. A lack of qualified talent within organizations translates directly into decreased intellectual capital, diminished service capability and, ultimately, a weakened ability to achieve the mission. To address these critical issues, organizations must focus on creating a broad-based talent management strategy to develop a sufficient pipeline of qualified internal and external candidates.

Figure 2. The BearingPoint Talent Management Model



Section II: The core of the talent management strategy

Our model centers on a talent management strategy that helps our clients identify, select, align, develop, reward and retain qualified individuals to support organization development, drive performance, increase organizational capacity and achieve mission success.

Identifying the right people

Do you have a systematic approach that allows you to find external and internal candidates? Do you have the right people in your mission-critical and role-based occupations to help you achieve your mission? How does your organization identify not only the competencies that are required now but those that will be required in the future? BearingPoint helps our clients come up with clever and creative approaches that translate into expanded talent pools, improved leadership capabilities and improved candidate sourcing.

Selecting the right people

Whether it is an internal or external candidate, a new role, or a promotion, your organization must have a successful strategy to select the right people for the job at hand. Selection is a critical component of succession management as your organization develops strategies for meeting future needs. BearingPoint works with our clients to develop and implement effective and fair systems and tools for selecting the right people.

Aligning the right people

Are your employees aligned with your organizational strategy and culture? Are you onboarding new candidates quickly and effectively so they can hit the ground running? What support are you providing to newly promoted employees to position them for success? How well do your managers set performance goals and communicate expectations with staff? From performance management to training for new supervisors, BearingPoint works with our clients to analyze current alignment strategies to orient and more closely link individuals to organizational outcomes.

Developing the right people

Do your employees have the skills they need to perform their jobs effectively? How are you growing your next generation of leaders? What role do your employees take in planning for their own professional development? Development can take many shapes and forms, including traditional classroom training, coaching and mentoring, career modeling, special assignments, and e-learning. BearingPoint helps our clients identify the intersection of employees' career aspirations and the organization's skill needs to develop the right people strategically and increase the return on their training investment.

Rewarding the right people

Every employee in your organization is unique and has a different set of motivators. We help clients customize rewards programs for employees, blending traditional with innovative and insightful approaches that account for individual preferences. A thoughtful blend of financial and nonfinancial rewards can work in even the most restrictive environment. BearingPoint helps our clients create an environment where employees feel appreciated and are rewarded for their contribution to the success of the organization.

Retaining the right people

Is invaluable intellectual capital ready to walk out the door while underperformers show no intention of improving or leaving? Effective organizations employ a two-pronged approach of identifying and retaining high-performing employees while helping their underperformers or problem employees either improve or exit the organization. At BearingPoint, we help our clients define a process for analyzing workforce requirements, assessing employee performance and potential, and implementing workforce reshaping and retention strategies with demonstrable results.

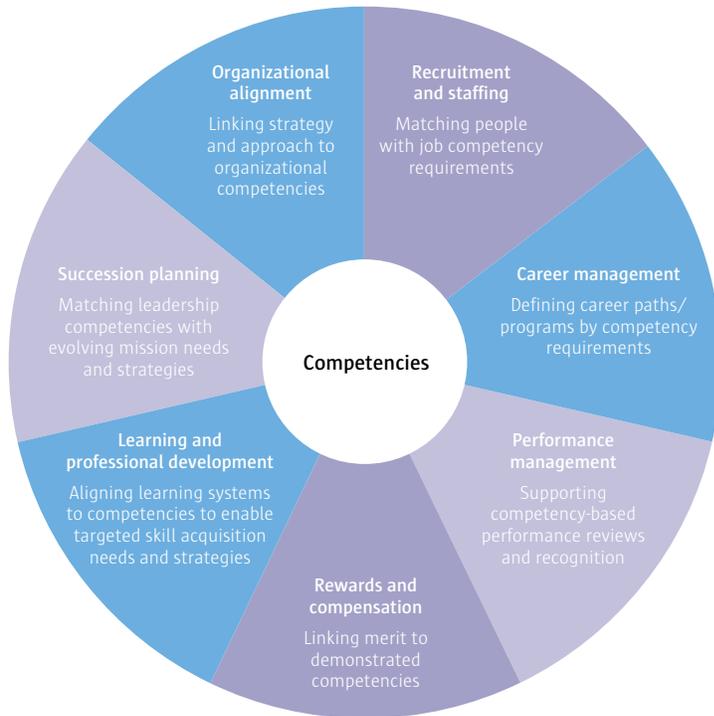
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Section III: Linking the talent management strategy to organizational results

Creating competency-based approaches

At both the organizational and individual level, BearingPoint recognizes that competencies are the foundation of a high-performing organization and must likewise form the core of a talent management system. Competencies serve as the common link among talent management functions and processes (Figure 3). We help our clients analyze and improve existing competency models and create new models that can serve as the basis for an effective and integrated talent management system that drives organizational results.

Figure 3. Competencies link talent management functions and processes



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Understanding your organizational strategy

BearingPoint's talent management approach starts with an in-depth understanding of our client's current and future organizational strategy. Programs, processes and initiatives can falter under poorly conceived or articulated strategies. We provide our clients with guidance and direction to help them align our talent management methodology with their organization's overall strategy to verify that their talent management goals and objectives support their mission.

Understanding your employee strategy

BearingPoint understands that employees are the organization's most important assets. With the right employee-centric strategies, your organization can achieve new levels of performance. To be effective, employee strategies must directly link to and support organizational goals and objectives. Without these critical linkages, employee strategies can fail to garner internal support, make suboptimal use of organizational resources and detract from accomplishing their mission. We take time to examine the current state of your employee strategies, identify strengths, analyze links to organizational strategy, determine gaps and provide recommendations for continuous improvement.

Talent management systems, tools and applications

In today’s environment, the automation of tasks and tools is critical to achieving efficiency in the processes that govern your organization. BearingPoint helps our clients identify tools to improve the effectiveness of their talent management system. Because clients may run multiple nonintegrated applications (enterprise resource planning, performance management, learning management system, content management system or human resources information system applications), we perform an analysis to find and implement the right solution for the environment. This process includes leveraging industry-leading applications with standards-based architectures, system interoperability and analytical forecasting methodologies.

Section IV: Creating and sustaining results

Increasing the organization’s capacity to achieve mission success

Our clients are expected to achieve results—and so are we. Our talent management approach begins with the end in mind—we define expected results before beginning any type of talent management initiative. Our methodology includes developing metrics for success at multiple stages with diagnosing, identifying and tracking key milestones against identified metrics throughout the life of the project. Key metrics focus on assessing the effectiveness of organizational policies, infrastructure, ability and commitment. Our advanced workforce analytical capabilities allow clients to clearly see trends, gaps, strengths and areas for improvement in talent management. Contrasting baseline to post-implementation metrics helps clients quantify the effectiveness of their talent management programs and develop strong business cases for continued investment in talent management initiatives. Ultimately, our success is measured by our clients’ success.

Organizational development

Organizational development is the sum total of the organization’s investment in programs and initiatives to build competence. We help our clients assess skills and productivity, identify gaps, and create effective programs for eliminating gaps through training, action learning groups, individual development plans, career modeling and other developmental activities. Additionally, we help clients make data-driven investment decisions by applying metrics to measure progress and evaluate the results of organizational development efforts. Measurable improvements in organizational performance and capacity are the ultimate indicators of effective organizational development (Figure 4).

Figure 4. Achieving mission success



Organizational performance

If we define an organization as an organized group of people working together to accomplish an overall, common goal or set of goals, then organizational performance may be defined as the measure of their collective success. Effective organizations are constantly looking for ways to evolve to the next level of performance. BearingPoint facilitates this evolution through a disciplined examination of multiple talent management drivers and goals with tested, measurable linkages to organizational performance. Quantitative metrics give our clients enhanced insight into the effectiveness of their talent management initiatives and the impact of those initiatives on the success of their organization. Improved organizational performance means our clients have an increased capacity to achieve their missions, creating a more flexible organization with the bandwidth to innovate, respond to change and evolve.

Organizational capacity

Leaders want to know “Does my organization have the capacity to fulfill our mission?” BearingPoint’s Talent Management solution helps leaders answer this important question. Our diagnostic approach, workforce analytics, talent forecasting, metrics development and focus on results help organizations identify, select, align, develop, reward and retain the people they need to accomplish their mission.

Accomplishing your mission

At BearingPoint, the ultimate goal of our work is your mission success. Fulfilling your mission requires effective execution of your organizational strategy, which hinges on your capacity to attract and retain the right people. BearingPoint’s Talent Management solution can help you build and sustain a talented workforce, using a systematic, data-driven approach that allows you to make sound decisions, measure progress and show a return on your investment.

If you are ready to leverage talent to accomplish your mission, then you are ready for BearingPoint to show you how.

Human capital management

Human capital management and change management are just a few of the management consulting solutions that BearingPoint provides for its clients. BearingPoint provides its public sector clients global access to seasoned management consulting professionals dedicated to helping leaders tackle their most pressing challenges, cutting through complexity and constraints and executing strategic objectives to better support the mission.

At BearingPoint, the ultimate goal of our work is your mission success.



Management
& Technology
Consultants

Helping our clients get sustainable, measurable results

BearingPoint is a leading management and technology consulting company serving the *Forbes* Global 2000 and many of the world's largest public services organizations. Our more than 17,000 passionate, experienced consultants help organizations around the world solve their most pressing challenges, day in and day out. Through our collaborative and flexible approach, we help our clients get practical, sustainable, measurable results, make the right strategic decisions and implement the right solutions.

We are BearingPoint, management and technology consultants.

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