

# Executive Summary

*Over 60 HR professionals in the Boston-Metro area completed ClearRock's survey regarding their talent management needs. Here are the top needs they identified for 2020 with the full report to follow.*

- Talent Selection – diversity and reducing unconscious bias; streamlining process
- Leadership Development – develop emerging leaders; improve management skills
- Workforce Changes – improve feedback to reduce surprises; strengthen retention strategies

The logo for ClearRock, featuring the word "ClearRock" in a blue sans-serif font. The letter "o" in "Rock" is replaced by a stylized orange and blue circular icon.

## TALENT SELECTION

### Key Findings:

**74% of respondents leverage visual screens of resumes as their first filter. Over half of respondents are leveraging behavioral/personality assessments in the talent selection process.**

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**Fit to culture, fit to manager and skill gaps are the top three reasons for misalignment between employees and jobs, according to respondents.**

### Additional Findings:

- In addition to behavioral/personality assessments, respondents are overwhelmingly leveraging job knowledge, reference checks and background checks in their talent selection process.
- In the first year of an employee's tenure, respondents noted a turnover rate of up to 15%.
- Respondents rated the effectiveness of their talent acquisition process as a 3.6 on a scale of 5.
- Organizations listed their top strengths in talent acquisition as: onboarding, evaluating strengths and workstyle.
- Of those who responded, an average of 20% of hires were internal applicants.
- Top areas within talent acquisition to improve in 2020: diversity and reducing unconscious bias and streamlining process.

## LEADERSHIP DEVELOPMENT

### Key Findings:

**80% of companies reported having leadership development programs in place. Of those, 85% offer internal programs, while 60% ALSO leverage external partners.**

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**Strategic thinking, driving results and accountability and building effective teams, are the 3 competencies most needed/identified for senior leaders to meet their strategic objectives.**

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**On average, the quality of the execution of leadership development programs is reported to be at a 3.1 out of scale of 5.**

### Additional Findings:

- Respondents are using programs such as internal coaching, in-house group leadership development programs, external coaching, mentoring and external group leadership development programs.
- A majority of respondents indicated that their organization has a strong focus (3.9 out of a scale of 5) on developing leaders within their organization.
- Approximately half of respondents indicated they have an annual review process, using a variety of scales and systems with a narrative component being the standard practice.
- Just under half of respondents indicated that informal checks-ins are part of their review process. Nearly a quarter reported that check-ins are documented.
- Participating organizations are using a variety of techniques to assess internal talent such as the 9-box grid, assessments against established competencies, general discussion with executive team.
- Approximately one quarter of respondents are seeking external support for their leadership development practice in the form of external coaches, consultants and trainers.
- Organizations listed their top strengths in leadership development as: executive sponsorship of leadership development programs, budget allocation for development and creating high-performing teams in 2020.
- About half of respondents indicated that their budget for leadership development would stay the same or increase in 2020.

## WORKFORCE CHANGES

### Key Findings:

**Of those employees that left voluntarily, the number one reason (43%) was to pursue new opportunities for expansion and growth.**

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**76% of respondents offer severance benefits for involuntary terminations.**

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**Out of those who offer severance, 86% offer salary continuation, 37% offer lump sum severance and 66% offer outplacement services.**

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**For those who offer outplacement, the top four reasons are: to provide a smooth transition for individual and company, because they genuinely care about departing employee, they want to protect employer brand and they want to protect morale.**

### Additional Findings:

- Respondents indicated the four most important factors in selecting a partner/vendor as: In-person support, virtual support, cost and ease of working with company.
- About 30% of respondents indicated being satisfied with the number of employees utilizing outplacement services.
- Respondents indicated their effectiveness in managing staffing changes/reductions at a 3 of a scale of 5.
- The majority of respondents indicated that their budget for workforce changes would stay the same in 2020.
- Top areas regarding workforce changes to improve in 2020: improve feedback to reduce surprises, strengthen retention strategies, improve management skills, organizational structure review and assessment.