

OPINION

# The basics of talent management

**H**ow do we attract and retain the best and brightest for the long term? We have a full-service human resources (HR) department in charge of the entire personnel process — from hiring to firing. We're also involved in training, compensation, labor relations, and total rewards, among others. So, what are we missing? — *Jamaican Salad.*

Well, I don't know. I'm not privy to your HR operations. The best thing that you can do aside from consulting me is to read a lot and be aware of the best practices in your industry. Failing that, it's time to think outside the box. Try major organizations who may be willing to share their best practices.

Unfortunately, that's one big challenge as they may not be open to sharing their model practices. This is why you should join professional organizations like the People Management Association of the Philippines and the Employers Confederation of the Philippines. They can help you stay abreast of the latest trends and developments in HR and industrial relations.

Another option is to join organizations in your own business community, export processing zone or similar locations. However, this may take a lot of your time, effort and a little money, with the biggest issue coming from your boss, who may not like the idea. Your initiative may be misinterpreted to mean you're only interested in expanding your network in the hope of getting a lucrative job somewhere.

**EMPLOYER BRANDING**

Another issue when you try to attract and retain hardworking employees is to keep tabs on what your current and former employees, even job applicants, say when they're outside of your organization. It's easy to keep track of this. Check out what people think about your online presence. Then improve on it. That's being conscious of employer branding.

What makes your company special in the eyes of employees, the customers, and the general public? Is it training? A competitive pay and perks package? Management style?

What is your turnover rate? Absenteeism and punctuality level? How about labor productivity and the image of your product or service among customers? In other words, how would you define the company's reputation and popularity? Note however, that we're not talking here of high salary and benefits.

Even if you're giving the people the most competitive rate in the job market, applicants and your workers would still reject you if your line leaders have a toxic style. No matter what you do, you should focus on knowing how your company is perceived outside and inside the organization.

**TALENT MANAGEMENT**

In addition to employer branding, you should under-

stand talent management and how to fully manage the Knowledge, Attitude, Skills and Habits (KASH) of all employees. Talent management means a comprehensive coverage of all HR policies and procedures to attract, develop, motivate and retain high-flying performers.

You need to be proactive in doing KASH. You must know your people very well, including their strengths, weaknesses and career aspirations. And how they must contribute to the attainment of the overall business goals. Take stock of the following basic elements:

**One, keep abreast of employee morale and satisfaction levels.** This requires an annual organizational climate survey of all employees, who should be allowed to respond anonymously. You can do this once every two years with dedicated and talented line leaders, supervisors, and managers who can help detect even minor employee issues.

Other two-way communication channels include the casual, one-on-one engagement dialogue between a boss and direct reports. This is best completed when done with the help of other platforms like an employee suggestion scheme and quality circles or kaizen problem-solving teams.

**Two, conduct a training needs analysis.** However, not all work performance deficiencies can be easily cured through training. First of all, you must work back to include the overall corporate strategy as the central point in assessing employee training needs. There must be a link between the company's strategies that include vision, mission and value statements.

The activity involves identifying KASH aspects that need to be emphasized for employees in order for them to complete their tasks. This describes what needs to be done in the job and what qualifications are necessary to accomplish them.

**Three, maintain an employee KASH board in every department.** A KASH board displays the competencies of each worker as required by a particular department. It contains employee names, job titles, photographs and the KASH profile of each worker.

It includes a circle divided into four parts depicting an employee competency level. Each part represents Knowledge, Attitude, Skills and Habits. If an employee is deemed fully competent, with all four parts darkened. Conversely, if only one or two are darkened, that means a worker must work hard to be deemed fully qualified within a certain time period.

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# Gov't support for manufacturing seen boosting job creation

MANUFACTURING must be made a government priority after the industry's share of gross domestic product (GDP) and employment declined, according to an economic think tank.

"(The government) must provide means and opportunity for local manufacturers to flourish," IBON Foundation Executive Director Jose Enrique A. Africa said at a briefing.

Mr. Africa called on the need to increase subsidies for research and development, technology, and worker training in manufacturing.

Citing the government's public utility vehicle (PUV) modernization program, Mr. Africa said tariffs for imported PUVs must be increased to support manufacturers selling jeepneys for P1 million or less.

"If the government purchases vehicles for its local government units or line agencies, it must require them not to purchase foreign cars and instead buy locally manufactured and assembled goods," Mr. Africa said.

The Land Transportation Franchising and Regulatory Board (LTFRB) told legislators last week that about 38,000 jeepney drivers could lose their jobs next month under the PUV modernization program.

This number represents 24% of jeepney drivers and operators that have not been reorganized as cooperatives or corporations, LTFRB Chairman Teofilo E. Guadiz III said.

Manufacturing's share of GDP fell to 17.6%, the lowest since the 16.3% recorded in 1949, according to IBON Foundation.

Manufacturing also led the decline in number of employed persons with 656,000 between October and November, according to the Philippine Statistics Authority.

"The most stable, sustainable and important sources of work is industry, because this is where the productivity and competitiveness of a country comes from," Mr. Africa said.

Manufacturing output rose to 1.9% in November, according to the Philippine Statistics Authority. However, the volume of production index for the manufacture of food products was at 5.0%, lower than the 5.7% posted in October and 7.7% in November 2022.

The economy grew 5.9% in the third quarter, the "strongest among major Asian economies," according to the Finance department.

"Our main concern there (that this) is not the full picture of how the entire economy is running," Mr. Africa.

IBON estimates that 78% or over 38.3 million workers are employed in "poor-quality work."

Of this total, 43% or 21.3 million are in "visibly informal work." Within this category, 14.2 million are self-employed, 5.1 million work in family farms or businesses, and 2.1 million are household help.

More than 17 million or 36% are wage earners in informal establishments, which are not covered by the labor code or have irregular work arrangements, IBON estimates. — **Beatriz Marie D. Cruz**

# Businesses aren't doing enough to address green skills shortages — report

MADRID — Businesses are failing to tackle a shortage of green skills among workers, risking delays in the transition to a lower carbon economy, a report prepared with the participation of Spanish renewable energy giant Iberdrola IBE.MC shows.

As the world transitions away from fossil fuels, a global lack of skills is emerging as a major hurdle holding back the development of greener industries.

"The green transition is threatened by business leaders' failure to develop and source green skills," the Green Skills Outlook report by Economist Impact and Iberdrola says.

The report, which includes a survey of 1,000 business leaders, looks at nine countries, including the United States, China, Britain and Spain, focusing on the energy, technology, infrastructure, transport and logistics sectors. — **Reuters**

FULL STORY



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AMRO, from SI/1

Latest data from the Philippine Statistics Authority (PSA) showed that the economy grew by 5.5% in the nine-month period. Fourth-quarter and full-year 2023 GDP data will be released on Jan. 31.

For ASEAN+3, AMRO expects stronger growth this year at 4.5%, slightly higher than its projection of 4.4% for 2023.

"The region did relatively well last year, better than what we expected, based on better exports and moderating inflation. We expect growth to pick up this year on strong exports and resilient domestic demand," Mr. Khor added.

AMRO also noted that the recovery of China's property sector and the rebound in tourism will help support growth in the region this year.

TIGHTER FOR LONGER

Meanwhile, AMRO kept its inflation forecast for the Philippines at 3.6% this year, slightly slower than the Bangko Sentral ng Pilipinas' (BSP) forecast of 3.7%

"In 2024, headline inflation is likely to remain on a moderating trend in line with the continued normalization of global commodity prices," AMRO said.

Headline inflation averaged 6% in 2023, the second straight year that inflation breached the BSP's 2-4% target band.

AMRO also said that the BSP must continue to keep rates tighter for longer until inflation remains within target.

"We agree with the BSP view that the rates should remain tight until inflation is down to within target," Mr. Khor said.

The Philippine central bank has raised rates by a cumulative 450 bps from May 2022 to October 2023, bringing the benchmark rate to a 16-year high of 6.5%.

BSP Governor Eli M. Remolona, Jr. also earlier signaled that policy easing will only be considered if inflation settles firmly within the 2-4% target.

"As long as the economy is doing strongly, we don't see the urgency for the BSP to cut rates," Mr. Khor added.



A VENDOR arranges fruits at a stall in San Andres, Malate, Dec. 27, 2023.

FIT-All, from SI/1

The ERC had first suspended FIT-All collection for three months covering the billing period of December 2022 to February 2023 to ease the financial burden on consumers amid the rising costs of electricity in 2022.

The suspension of the FIT-All collection was extended twice last year.

Sought for comment, Bienvenido S. Oplas, Jr., president of Minimal Government Thinkers, said that the resumption of FIT-All collection may lead to a slight increase in the cost of electricity, which may result in higher monthly power bills.

"This will raise the cost of electricity by 3.64 centavos/kWh, round off to four centavos/kWh starting February billing," he said in a Viber message.

Meanwhile, Terry L. Ridon, a public investment analyst and convenor of think tank InfraWatch PH, said that the ERC should consider reviewing the tariff with the decreasing costs of renewables.

"The ERC should undertake a continuing review of the tariff to reflect the performance of RE providers and the current state of RE technology today, with its decreasing costs," he said in a Viber message.

Manila Electric Co. has temporarily halted the collection of FIT-All to its consumers in the previous monthly electricity bills as directed by the ERC.

Households consuming 200 kWh may pay about P7.28 more, Mr. Oplas said, including value-added tax.

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