

# 2006 Talent Management

## *Survey Report*

A Study by the Society for Human Resource Management







# 2006 Talent Management

*Survey Report*

Shawn Fegley

Survey Research Specialist

**SHRM** Research

January 2006

This report is published by the Society for Human Resource Management (SHRM). All content is for informational purposes only and is not to be construed as a guaranteed outcome. The Society for Human Resource Management cannot accept responsibility for any errors or omissions or any liability resulting from the use or misuse of any such information.

© 2006 Society for Human Resource Management. All rights reserved. Printed in the United States of America.

This publication may not be reproduced, stored in a retrieval system or transmitted in whole or in part, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the Society for Human Resource Management, 1800 Duke Street, Alexandria, VA 22314, USA.

For more information, please contact:

SHRM Research Department  
1800 Duke Street, Alexandria, VA 22314, USA  
Phone: (703) 548-3440 Fax: (703) 535-6432  
Web: [www.shrm.org/research](http://www.shrm.org/research)

# 2006 Talent Management

## *Survey Report*

### Contents

v	About This Report
v	About SHRM
v	About SHRM Research
vi	About the Author
vi	Acknowledgments
1	Introduction
3	Methodology
5	Key Findings
7	Survey Results
17	Conclusions
19	A Look Ahead: A Future View of Talent
21	Demographics
23	Survey Instrument
29	SHRM Survey Reports

### About This Report

In September 2005, the Society for Human Resource Management (SHRM) conducted the Talent Management Survey, which asked HR professionals about their talent management initiatives and specific information about their recruitment, employee development and employee retention practices. For the purposes of the survey, talent management was 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. This report discusses the differences between organizations with and without specific talent management plans in place.

Findings are discussed in the survey results section. Statistically significant findings by organization staff size, organization sector, HR department staff size and the existence of talent management initiatives are integrated in the survey report, where applicable. Interpretations about future trends in talent management are presented at the end of the report in the section titled “A Look Ahead.” A copy of the survey instrument is included at the end of the report.

### About SHRM

The Society for Human Resource Management is the world’s largest association devoted to human resource management. Representing more than 200,000 individual members, the Society’s mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society’s mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 550 affiliated chapters and members in more than 100 countries. Visit SHRM Online at [www.shrm.org](http://www.shrm.org).

### About SHRM Research

SHRM Research produces high-quality, leading-edge research and provides expertise on human resource and business issues for the purpose of advancing the HR profession. SHRM’s cutting-edge research is used by human resource professionals to develop their knowledge and to provide strategic direction to their organizations. As a leading expert in the field of HR, SHRM works closely with leading academics, policy makers and business leaders.

### About the Author

Shawn Fegley is a survey research specialist for SHRM. His responsibilities include designing, conducting and analyzing surveys on HR-related topics. He has worked in survey research for the past six years.

### Acknowledgments

This report is the culmination of a team effort. Steve Williams, Ph.D., SPHR, director of Research, provided valuable expertise adding to the content of the survey report. Jennifer Schramm, manager of Workplace Trends and Forecasting, also contributed by providing insight on future trends in talent management.

The Talent Management Survey instrument was developed by the SHRM Survey Program. The SHRM Employee Relations Special Expertise Panel, specifically Pete Fornal, Christine Vion-Gillespie, SPHR, Phyllis G. Hartman, SPHR, Patricia Mathews, Denny Schroeder, SPHR, Brenda Tranchina, SPHR, and Joanne Webster, SPHR, provided valuable insight and recommendations for the survey instrument.

# Introduction

**H**uman resource professionals no longer simply focus on their organizations' day-to-day transactional needs, benefits, compensation and staffing. The role of HR throughout the years has expanded immensely to include a wide range of organizational initiatives such as training, employee development, diversity and equity in the workplace, disaster preparedness, reward management, and development and execution of organizational strategy. There are direct and indirect intricacies linked to all of these organizational initiatives, and it has become important that HR professionals also have the ability to manage, quantify and understand the nature and structure of these organizational systems. As HR departments continue to evolve from a process-oriented function to a more strategic role within organizations, they are putting in place additional integrated and strategic plans designed to improve processes to help meet future organizational needs.

Talent management is becoming an important component of human resource management. This practice was initially designed to improve the process for recruiting and developing people with the required skills and aptitude to meet current organizational needs. Today an organization's success is directly linked to the talent it can access. Competition and the lack of available highly talented and skilled employees make finding and retaining talented people a major priority for organizations.

In this highly competitive and demanding business environment, HR departments are starting to move away from only focusing on recruitment and development to a more strategic position that unites the management of human capital with organizational goals. Over the years, talent management has evolved, along with the expanding responsibilities and sophistication of the HR profession, to be incorporated into the goals and strategy of an organization. The emphasis on human capital is now being aligned with management processes such as succession planning, development of leaders, retention and career planning. Talent management has moved away from being an administrative process to a continuous organizational practice with a strategic focal point that drives organizational outcomes.

Very successful organizations like Yahoo Inc. are well-known for their corporate culture and making talent management a top priority. The SHRM Foundation's DVD, *"Fueling the Talent Engine: Finding and Keeping High Performers: A Case Study of Yahoo Inc.,"* showcases how Yahoo views talent as an integrated function that is incorporated into the company's central organizational strategy. This case study illustrates how Yahoo considers human capital to be the central property in the information economy and a key component of the company's success. Talent management at Yahoo is observed from the time candidates consider joining the organization, throughout their entire career and even after they depart.



Managing talent at Yahoo is a never-ending systematic process that includes targeted recruitment and retention programs along with policies that encourage career growth and development, reward effective performance and build a deep reservoir of successors at every level.

This survey report examines organizational talent management practices and insights from the perspective of HR professionals, along with specific information about recruitment, employee development and employee retention. The report also explores the differences between organizations with and without specific talent management initiatives in place.

# Methodology

A sample of HR professionals was randomly selected from SHRM's membership database, which at the time included approximately 200,000 individual members. Only members who had not participated in an SHRM survey or poll in the previous six months were included in the sampling frame. Members who were students, consultants, academics, located internationally or had no e-mail address on file were also excluded from the sampling frame. In September 2005, an e-mail that included a link to the Talent Management Survey was sent to 2,622 SHRM members. In the end, 2,415 e-mails were successfully delivered, and 384 HR professionals responded, yielding a response rate of 16%. The survey was fielded for a period of three weeks, and four e-mail reminders were sent to sample members in an effort to increase the response rate.

## Notes and Caveats

**Analysis:** Throughout this report, analyses by respondents' organization staff size, the existence of talent management initiatives, organization sector and HR department staff size are presented and discussed, when applicable.

**Differences:** Conventional statistical methods were used to determine if observed differences were statistically significant (i.e., there is a small likelihood that the differences occurred by chance). Therefore, in most cases, only results that were significant are included, unless otherwise noted.

**Generalization of results:** As with any research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration when making decisions based on these data. While SHRM is confident in its research, it is prudent to understand that the results presented in this survey report are only truly representative of the sample of HR professionals responding to the survey.

**Number of respondents:** The number of respondents (indicated by "n" in figures and tables) varies from table to table and figure to figure because some respondents did not answer all of the questions. Individuals may not have responded to a question on the survey because the question or some of its parts were not applicable or because the requested data were unavailable. This also accounts for the varying number of responses from one table or figure to another or within each table or figure.

**Confidence level and margin of error:** A confidence level and margin of error give readers some measure of how much they can rely on survey responses to represent all of SHRM member organizations. Given the level of response to the survey, SHRM is 95% confident that responses given by all responding organizations can be generalized to all SHRM member organizations with a margin of error of approximately 5%. For example, 52% of HR professionals reported their organizations had specific talent man-

agement initiatives in place. With a 5% margin of error, the reader can be 95% certain that between 47% and 57% of SHRM members would report that their organizations presently had talent management initiatives in place. It is important to know that as the sample size decreases, the margin of error increases, and therefore the margin of error for each individual question will vary depending on the number of responses to that particular question.

# Key Findings

Over one-half of HR professionals indicated that their organizations had specific talent management initiatives in place. Among respondents who reported that their organizations had such initiatives, over three-quarters indicated they were a top priority for their organizations.

According to HR professionals, the top four areas of improvement for their organizations' talent management programs were building a deeper reservoir of successors at every level, creating a culture that made employees want to stay with the organization, identifying gaps in current employee and candidate competency levels, and creating policies that encouraged career growth and development opportunities.

The areas in the least need of improvement included creating a culture that valued employees' work, creating a culture that made individuals want to join the organization and creating an environment where employees' ideas were listened to and valued.

Among organizations that had specific talent management strategies in place, over three-quarters indicated HR worked directly with employees or managers in talent management initiatives.

Respondents from organizations with talent management programs in place were much more likely to rate their organizations more positively regarding their workplace culture, planning, development opportunities, professional advancement, reward management, recruitment and retention than those from organizations without talent management programs.

HR professionals from organizations with talent management plans in place were slightly more likely to prepare their junior or mid-level employees to step into senior leadership positions.

Organizations with talent management strategies in place were more likely than organizations without such initiatives to have formal budgets for recruiting individuals, developing employees and retaining employees.

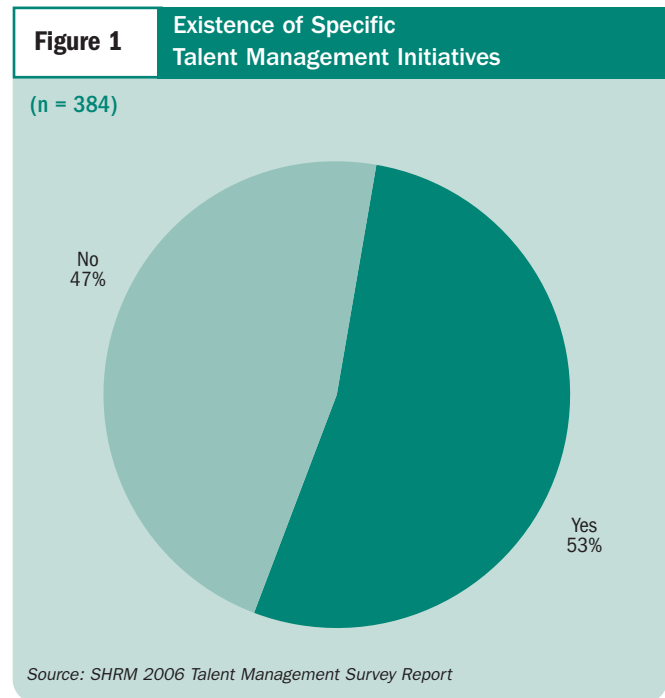
# Survey Results

## Talent Management Initiatives

Overall, 53% of HR professionals indicated that their organizations had specific talent management initiatives in place. Forty-seven percent reported their organizations did not have such initiatives in place. These data are depicted in Figure 1.

As shown in Tables 1 through 3, large organizations (500 or more employees), publicly or privately owned for-profit organizations and organizations with five or more staff members in their HR departments were more likely to have talent management plans in place. These differences may be due to these organizations having the in-house personnel and more financial resources to develop and maintain talent management plans.

Among respondents who reported that their organizations had specific talent management systems in place, 76% of HR professionals indicated talent management was a top priority for their organizations. These data are depicted in Figure 2.



**Table 1** Talent Management Initiatives in Place (by Organization Staff Size)

Overall	Small (1-99 Employees) (n = 65)	Medium (100-499 Employees) (n = 76)	Large (500 or More Employees) (n = 51)	Comparison by Organization Size
53%	45%	54%	61%	Large > small

Note: Sample sizes are based on the actual number of respondents by organization staff size who answered this question using the response options provided.  
Source: SHRM 2006 Talent Management Survey Report

Table 2 Talent Management Initiatives in Place (by Profit Status)						
Overall	Publicly Owned For-Profit (n = 65)	Privately Owned For-Profit (n = 97)	Nonprofit (n = 24)	Government (n = 8)	Differences Based on Profit Status	
53%	65%	56%	36%	27%	Publicly/privately owned for-profit > nonprofit	

Note: Sample sizes are based on the actual number of respondents by profit status who answered this question using the response options provided.

Source: SHRM 2006 Talent Management Survey Report

Table 3 Talent Management Initiatives in Place (by HR Department Staff Size)							
Overall	1-4 HR Employees (n = 223)	5-9 HR Employees (n = 53)	10-24 HR Employees (n = 39)	25-49 HR Employees (n = 10)	50-99 HR Employees (n = 14)	100 or More HR Employees (n = 14)	Comparison by HR Department Size
53%	45%	59%	57%	70%	86%	73%	5 or more employees > 4 or fewer employees

Note: Sample sizes are based on the actual number of respondents by HR department staff size who answered this question using the response options provided.

Source: SHRM 2006 Talent Management Survey Report

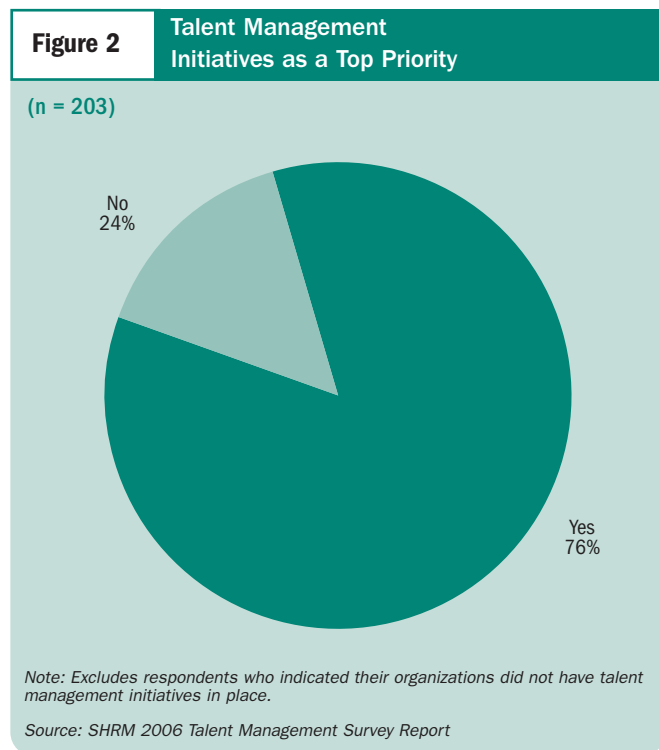


Table 4 examines the relationship between organization size and talent management strategies being a top priority for organizations. Among respondents who reported that their organizations had specific talent management initiatives in place, regardless of organization size, the majority indicated these initiatives were a top priority for their organizations. However, large (500 or more employees) organizations were more likely than small (1-99 employees) and medium (100-499 employees) organizations to indicate talent management strategies were a top priority (90% for large compared with 75% for small and 69% for medium). These differences may be due to large organizations having more financial resources and employees who are equipped to implement and produce these strategies than small and medium organizations.

Talent management plans help an organization improve the processes for recruiting, further developing and retaining individuals and align these processes with the organization's business strategy. These

processes target people with the aptitude and skills required to meet current and future organizational needs. HR professionals from organizations with talent management plans in place were asked who within their organizations was primarily responsible for recruiting, developing and retaining employees. As seen in Table 5, HR professionals were primarily responsible for recruiting individuals while the employee's supervisor was primarily responsible for development and retention efforts. This is not surprising since HR normally leads an organization's recruitment efforts and usually has a more indirect role when dealing with employees once they enter the organization. HR usually works closely with the employees' immediate supervisors and line managers on development and retention activities. Among organizations that had specific talent management programs in place, the majority (85%) indicated that HR worked directly with employees or managers to implement talent management initiatives. These results are not surprising since these

**Table 4** Talent Management Initiatives as a Top Priority (by Organization Staff Size)

Overall	Small (1-99 Employees) (n = 47)	Medium (100-499 Employees) (n = 52)	Large (500 or More Employees) (n = 46)	Comparison by Organization Size
76%	75%	69%	90%	Large > small, medium

*Note: Sample sizes are based on the actual number of respondents by organization staff size who answered this question using the response options provided.*  
*Source: SHRM 2006 Talent Management Survey Report*

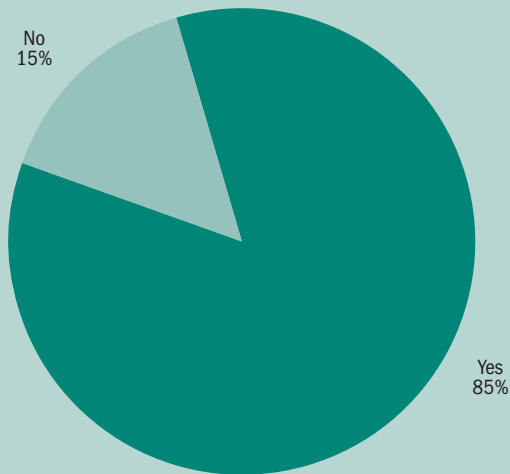
**Table 5** Primary Responsibility for Recruitment, Development and Retention

	Employee's Supervisor	HR Staff	Department Head	Mentor	Internal Coach	No One	Other
Recruiting individuals (n = 197)	9%	78%	6%	1%	0%	0%	7%
Further developing employees (n = 196)	56%	16%	14%	2%	2%	5%	6%
Retaining employees (n = 198)	59%	10%	16%	2%	1%	6%	7%

*Note: Percentages are row percentages and do not total 100% due to rounding.*  
*Source: SHRM 2006 Talent Management Survey Report*

**Figure 3****HR Working Directly With Employees or Managers in Talent Management Initiatives**

(n = 197)



Note: Excludes respondents who indicated their organizations did not have talent management initiatives in place.

Source: SHRM 2006 Talent Management Survey Report

programs are typically extended to all or most employees so HR would be the most likely source to facilitate this process within an organization. These data are depicted in Figure 3.

HR professionals whose organizations had talent management practices in place were asked to indicate the top three areas in which their organizations needed improvement in talent management practices. As shown in Table 6, respondents reported that building a deeper reservoir of successors at every level (28%) was the area in need of most improvement. This was followed by creating a culture that made employees want to stay with the organization (17%), identifying gaps in current employee and candidate competency levels (17%) and creating policies that encouraged career growth and development opportunities (16%). The areas least likely to need improvement included creating a culture that valued employees' work, creating a culture that made indi-

**Table 6****Talent Management Practices and Strategies in Need of Improvement**

(n = 202)

Building a deeper reservoir of successors at every level	28%
Creating a culture that makes employees want to stay with the organization	17%
Identifying gaps in current employee and candidate competency levels	17%
Creating policies that encourage career growth and development opportunities	16%
Identifying vacancies that will be created as the company advances and expands	14%
Locating the kind of qualified professionals needed	14%
Rewarding top-performing employees	13%
Creating an environment where employees are excited to come to work each day	12%
Aligning employees with the mission and vision of the organization	12%
Assessing candidates' skills earlier in the hiring process	12%
Creating a culture that values employees' work	7%
Creating a culture that makes individuals want to join the organization	7%
Creating an environment where employees' ideas are listened to and valued	7%
Other	1%

Source: SHRM 2006 Talent Management Survey Report



viduals want to join the organization and creating an environment where employees' ideas were listened to and valued (all at 7%). Overall, the majority of HR professionals felt that there was no need for major improvements in any of these areas since they believed they were doing each of these well.

Integrated and well thought-out talent management practices involve numerous characteristics that take into account workplace culture, planning, develop-

ment opportunities, professional advancement, reward management, recruitment and retention. HR professionals were asked to rate the extent to which they agreed or disagreed with a series of practices pertaining to these issues at their organizations. As illustrated in Table 7, respondents from organizations with talent management initiatives were significantly more likely than respondents from organizations without such initiatives to rate their organizations positively on the following issues: having policies that

**Table 7** Impact of Talent Management Practices and Strategies

My organization...	Overall Strongly Agree/Agree	Organizations With Talent Initiatives	Organizations Without Talent Initiatives	Comparison by Organizations With and Without Talent Initiatives
Creates a culture that makes individuals want to join the organization (n = 378)	82%	85%	79%	
Creates a culture that values employees' work (n = 379)	80%	82%	78%	
Aligns employees with the mission and vision of the organization (n = 380)	77%	79%	74%	
Creates an environment where employees' ideas are listened to and valued (n = 377)	71%	75%	66%	
Creates a culture that makes employees want to stay with the organization (n = 379)	72%	73%	71%	
Provides current employees with adequate training that allows them to do their jobs well (n = 378)	70%	74%	65%	
Places the right people in the right jobs (n = 376)	70%	73%	67%	
Creates a culture where employees passionately believe in what they are doing (n = 380)	68%	71%	65%	
Rewards top-performing employees (n = 377)	65%	70%	60%	
Has policies that encourage career growth and developmental opportunities (n = 379)	64%	70%	57%	With > without
Lets employees feel empowered to make decisions that impact their work (n = 378)	63%	68%	57%	With > without
Creates an environment where employees are excited to come to work each day (n = 379)	60%	63%	56%	
Identifies vacancies that will be created as the company advances and expands (n = 378)	53%	57%	49%	
Provides current employees with salary adjustments as they master significant skills required for the job (n = 379)	51%	55%	48%	
Identifies gaps in current employee and candidate competency levels (n = 377)	47%	51%	43%	
Builds a deep reservoir of successors at every level (n = 379)	31%	33%	29%	

*Note: Sample sizes are based on the actual number of respondents who answered this question using the response options provided. The table is sorted in descending order by percentage of respondents who indicated they either strongly agreed or agreed with the statement. Blank cells in the comparison column indicate that no statistically significant differences were found.*

Source: SHRM 2006 Talent Management Survey Report

encouraged career growth and developmental opportunities (70% compared with 57%) and allowing employees to feel empowered to make decisions impacting their work (68% compared with 57%).

The issues that were rated the highest by HR professionals from organizations with and without talent management plans were 1) creating a culture that made individuals want to join the organization (85% for organizations with talent initiatives and 79% for organizations without talent initiatives); 2) creating a culture that valued employees' work (82% and 78%); and 3) aligning employees with the mission and vision of the organization (79% and 74%).

One of the top areas of improvement for organizations that implemented talent management processes was to build a broader base of successors at all levels. Table 8 examines perceptions of how adequately organizations prepared their junior or mid-level employees to step into senior leadership positions. Overall, only 20% of respondents indicated these employees were adequately prepared for this transition. This may be an area of opportunity for HR professionals to take a leadership role in the

vital element of preparing staff to move into senior-level positions. If this issue is not dealt with and resolved, it could become a major hindrance.

Talent management is a long-term and continuous process that entails a belief in the value of human capital and the contributions that employees make to the organization's bottom line. The following sections explore current budgets, projected budget changes and organizational practices for recruiting, developing and retaining employees.

### Recruiting

The Internet has changed the way organizations recruit and reach out to potential employees. Technology has leveled the playing field by allowing smaller-sized organizations to compete with larger and more well-known companies. It is not surprising that the majority of respondents (62%) indicated their organizations had formal budgets in place for recruiting; however, organizations with talent management processes in place were more likely than organizations without talent management processes to have formal recruitment budgets (72% compared with 39%). These data are depicted in Table 9.

As illustrated in Figure 4, the majority of respondents indicated that they expected budgets for recruiting to increase over the next three years, and those from organizations with existing talent initiatives were slightly more likely to expect an increase than those from organizations without talent initiatives (61% compared with 51%). At organizations with talent management practices in place, the expected

Table 8 Organization That Adequately Prepare Junior or Mid-Level Employees to Step Into Senior Leadership Positions		
Overall (n = 375)	With Talent Initiatives (n = 196)	Without Talent Initiatives (n = 179)
20%	23%	16%

*Note: Sample sizes are based on the actual number of respondents who answered this question using the response options provided.*  
*Source: SHRM 2006 Talent Management Survey Report*

Table 9 Organizations With Formal Budgets for Recruitment			
Overall (n = 378)	With Talent Initiatives (n = 197)	Without Talent Initiatives (n = 181)	Comparison by Organizations With and Without Talent Initiatives
62%	72%	39%	With > without

*Note: Sample sizes are based on the actual number of respondents who answered this question using the response options provided.*  
*Source: SHRM 2006 Talent Management Survey Report*

increase varied from a low of 5% to a high of 200%, while the expected increase at organizations without such practices ranged from 3% to 100%. There was a large variance between these groups, but the median (middle) expected percentage increase for both was 20%.

**Developing Employees**

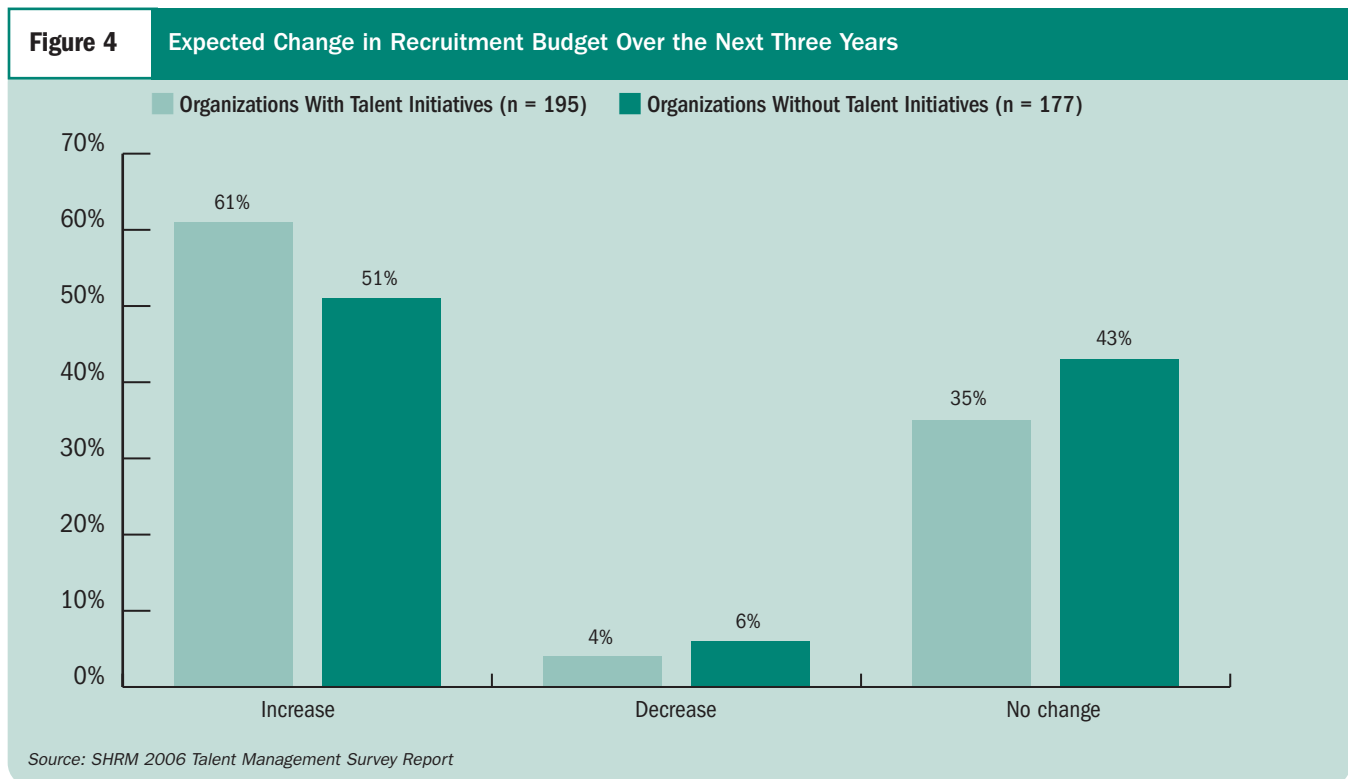
It is crucial that employees are properly trained for their specific positions when they first start at an organization and that their skill sets are further updated and developed to meet regularly changing organizational needs. Organizations that offer their employees the chance to expand upon their skills improve the ability to retain these employees and create a pool of talent prepared to grow with the organization. It is important for organizations to communicate to their employees that they have a future and a career within the organization and to have a system in place that specifically tells employees what they need to do to succeed. One indica-

tion that an organization is serious about developing employees is the existence of a formal budget for training and development. Sixty percent of organizations reported having formal budgets for developing employees—65% of respondents from organizations with talent initiatives and 54% from organizations without such initiatives. These data are depicted in Table 10.

Figure 5 shows the percentage of respondents who expected their employee development budgets to change over the next three years. As illustrated in

<b>Table 10</b> Organizations With Formal Budgets for Developing Employees		
Overall (n = 378)	With Talent Initiatives (n = 197)	Without Talent Initiatives (n = 181)
60%	65%	54%

*Note: Sample sizes are based on the actual number of respondents who answered this question using the response options provided.*  
 Source: SHRM 2006 Talent Management Survey Report



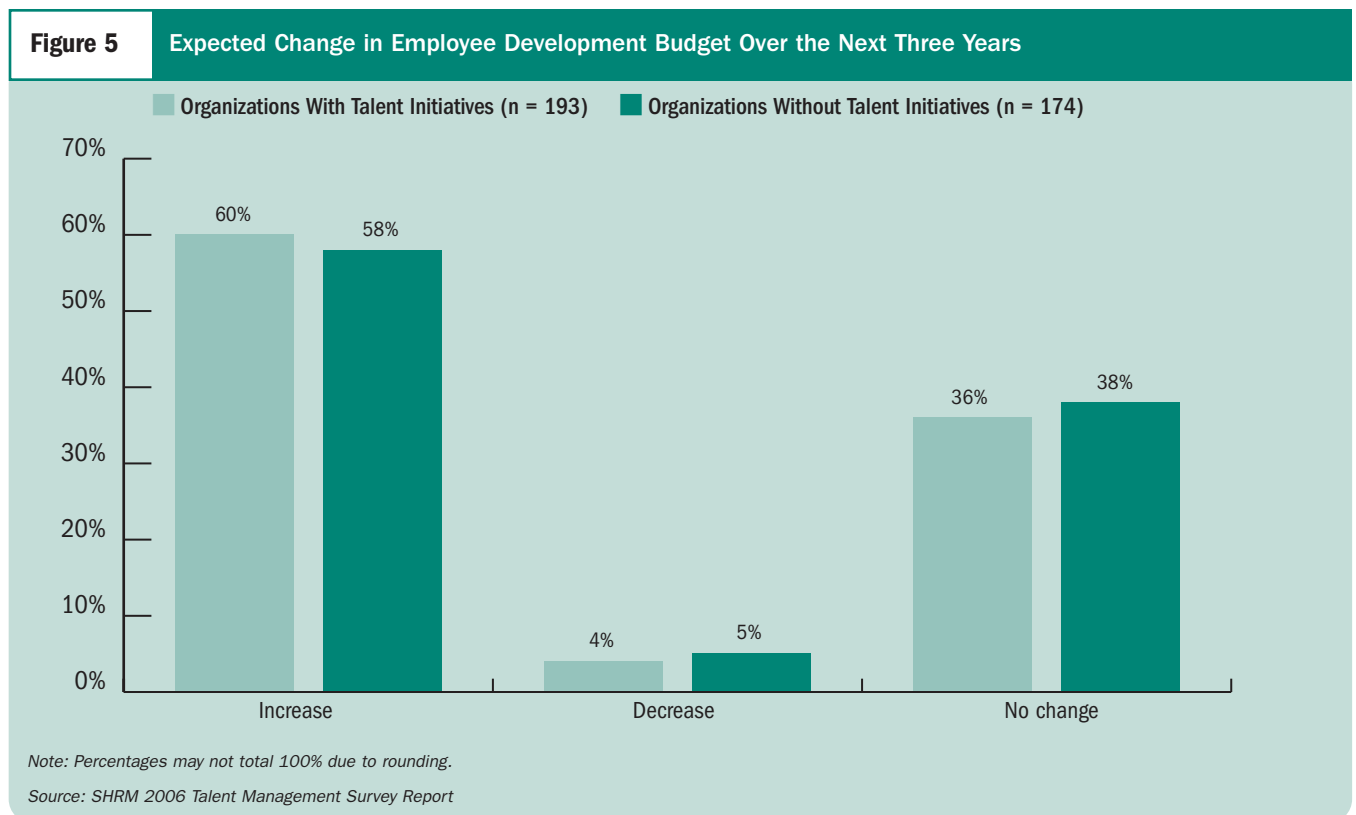
this figure, the majority of respondents (60% from organizations with talent initiatives and 58% from organizations without talent initiatives) indicated that their budgets were expected to increase over the next three years. The percentage of expected increase was within a similar range for both groups (3% to 200% for organizations with talent initiatives compared with 5% to 200% for organizations without talent initiatives); however, there was a slight difference between median values (20% for organizations with talent initiatives and 25% for organizations without talent initiatives).

### Retaining Employees

With potential labor shortages as a result of an aging workforce and the growing scarcity of highly skilled workers, employee retention may be the biggest talent management concern organizations will confront in the next decade. Less than one-third (31%) of HR professionals indicated their organiza-

tions had formal budgets in place for retaining employees, possibly suggesting that most organizations were not viewing this piece of the talent management process seriously. Overall, the employee retention budget was significantly lower in comparison with the budgets for recruitment and employee development (31% compared with 62% and 60% respectively). This may be another area of opportunity for HR professionals to take a leadership role within their organizations since not focusing on retention can possibly undermine the hard work and efforts put toward recruitment and development. For talent management to be considered successful, the practices and resources devoted to recruitment, development and retention must all be sound. These data are depicted in Table 11.

Overall, 53% of HR professionals expected their employee retention budgets to remain the same over the next three years while 45% expected them to



increase and only 2% indicated their retention budgets would decrease. As illustrated in Figure 6, respondents from organizations with talent initiatives were slightly more likely to expect an increase in the employee retention budget than respondents from organizations without talent initiatives (50% compared with 40%). At organizations with talent initiatives in place, the expected percentage increase varied from a low of 2% to a high of 300% while in organizations without these initiatives the expected increase ranged from 3% to 100%. Although there

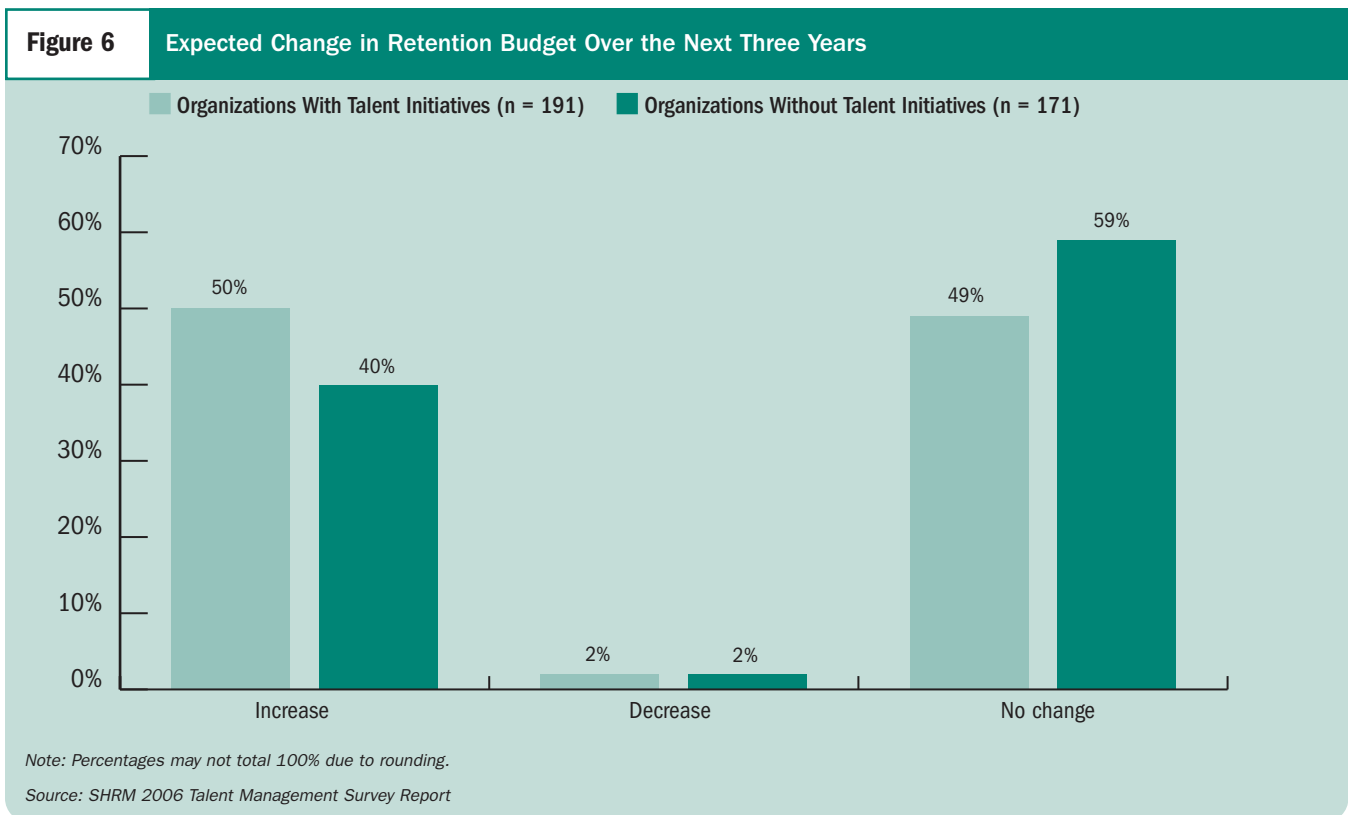
was a large variance between these groups, the median value for both was 20%.

Table 12 illustrates current practices related to recruitment, employee development and retention. HR professionals from organizations with talent management initiatives in place were much more likely to indicate their organizations routinely performed each function than those from organizations with no talent management initiatives in place. The practices that were most prevalent in both types of organizations were formal performance appraisals on a regular basis (93% of respondents from organizations with talent initiatives and 80% of respondents from organizations without talent initiatives) and exit interviews (68% and 52% respectively). It is not surprising that the majority of organizations without talent management processes routinely carried out these functions since they are widespread organizational practices. However, organizations with existing talent manage-

**Table 11** Organizations With Formal Budgets for Employee Retention

Overall (n = 378)	With Talent Initiatives (n = 197)	Without Talent Initiatives (n = 181)
31%	36%	26%

*Note: Sample sizes are based on the actual number of respondents who answered this question using the response options provided.*  
 Source: SHRM 2006 Talent Management Survey Report



ment initiatives were significantly more likely than organizations without such initiatives to engage in the following practices: conducting regular employee surveys (45% compared with 25%), utilizing a formal approach to identify why employees leave the organization (41% compared with 26%), aligning their orientation process for new hires with their talent management initiatives (33% compared with 17%), utilizing a formal approach to track potential leaders' performance (26% compared with 11%) and utilizing a formal approach to identify potential leaders (24% compared with 6%).

The practices that were rated the lowest by respondents from organizations with and without talent management plans were utilizing a formal approach to identify why employees stayed at the organization (13% overall), utilizing a formal approach to identify why employees joined the organization (12%), proactively attempting to recruit employees from competitors (8%) and having a strategy or plan in place to deal with competitors that try recruiting employees away from the organization (7%). It is not surprising these four were rated the lowest since they are frequently considered nontraditional practices. HR professionals should reflect on the merit and potential advantages of incorporating these valuable strategies within their organizations.

**Table 12** Routine Organizational Practices

	Overall	With Talent Initiatives	Without Talent Initiatives	Comparison by Organizations With and Without Talent Initiatives
Conduct formal performance appraisals on a regular basis (quarterly, biannually, annually) (n = 371)	87%	93%	80%	With > without
Conduct exit interviews (n = 373)	61%	68%	52%	With > without
Conduct regular employee surveys (quarterly, biannually, annually) (n = 371)	36%	45%	25%	With > without
Utilize a formal approach to identify why employees leave the organization (n = 371)	34%	41%	26%	With > without
Align new-hire orientation process with the organization's talent management initiatives (n = 369)	25%	33%	17%	With > without
Utilize a formal approach to track potential leaders' performance (n = 367)	19%	26%	11%	With > without
Utilize a formal approach to identify potential leaders (n = 370)	16%	24%	6%	With > without
Utilize a formal approach to identify why employees stay at the organization (n = 369)	13%	15%	11%	
Utilize a formal approach to identify why employees join the organization (n = 371)	12%	16%	9%	
Proactively attempt to recruit employees from competitors (n = 371)	8%	10%	6%	
Have a strategy or plan in place to deal with competitors that try recruiting employees away from the organization (n = 364)	7%	7%	6%	

*Note: Sample sizes are based on the actual number of respondents who answered this question using the response options provided. The table is sorted in descending order by percentage of respondents who responded "routinely" for each statement. Blank cells in the comparison column indicate that no statistically significant differences were found.*

Source: SHRM 2006 Talent Management Survey Report

# Conclusions

**T**oday, organizations face escalating demands to better acquire, retain and develop high-potential and high-performing talent. The prospect of retiring baby boomers and increasing competition from a global workforce make talent management even more challenging and important. Successful organizations like Yahoo, Inc. (see box below) realize that magnificent corporate strategies will never be entirely successful without talented employees. More than ever, the success of an organization rests on the availability of the talent and resources that the organization can access.

Although the findings from this survey reveal that the majority of organizations have specific talent management strategies in place, there are varying degrees as to the quality and success of these strategies. The use of more outcome-driven practices will help to set apart those organizations that implement talent management strategies more successfully than other organizations. Yahoo, for example, is an organization that has taken talent management strategies to the next level. Successful organizations realize the importance of developing formal policies and procedures to ensure they are identifying and developing the best talent available to meet current and future organizational needs. The development of comprehensive talent management systems and commitment to these systems are important in order to meet these challenges and attain organizational superiority.

Implementing and maintaining a talent management plan can be a challenge since it is a constantly evolving

process. The role of HR in talent management is vital because this process must be an integrated part of an organization's central strategy. In this global business setting, HR is best equipped to forecast trends that could affect the management of talent. It is important that HR professionals take the lead in helping to create and integrate talent management initiatives within their organizations because these initiatives are extended to all employees.

## FUELING THE TALENT ENGINE DVD Finding and Keeping High Performers: A Case Study of Yahoo! Inc.

If you would like to find out more about talent management, watch the SHRM Foundation's DVD on this topic. This DVD showcases talent management at Yahoo! Inc. as an integrated set of strategic decisions. Yahoo's strategy focuses on attracting, selecting and keeping the very best talent to achieve a competitive edge in the global marketplace. The DVD includes interviews with many of Yahoo's top executives, including the chief people officer, the chief financial officer and the vice president of engineering.

The video features two segments: one 20-minute version perfect for classroom use and a 10-minute version ideal for use in chapter programs and meetings. As a bonus, the DVD includes a slideshow on Yahoo! Inc. and a discussion guide. For the international audience, the DVD may also be viewed with subtitles in Spanish, Chinese or Japanese.

### The DVD...

- Makes the concept of talent management come alive
- Is classroom-tested, easy to use
- Includes a discussion guide that enhances understanding
- Is hosted by Wayne Cascio, Ph.D., noted teacher, author and scholar

### How to order:

The DVDs are available for purchase from the SHRMStore.

Full price: \$80

SHRM member price: \$50

Visit <http://shrmstore.shrm.org/shrm>  
or call 1-800-444-5006, option #1 to order.

## A Look Ahead: A Future View of Talent Management

By Jennifer Schramm, Manager, Workplace Trends and Forecasting

In addition to the findings of this report, which indicate that organizations with talent management practices are much more likely to have workplace culture, recruitment and retention initiatives as well as development opportunities than those organizations without talent management practices, several other SHRM studies point to talent management as a key issue that will impact both the future of work and the role of the HR professional.

In the *SHRM Special Expertise Panels 2005 Trends Report*, expert panels in a number of different specialized topic areas list several aspects of talent management as a key trend that is likely to influence the HR profession over the coming five to 10 years. This indicates that talent management may cut across several areas, though for different reasons. For example, the Organizational Development Panel listed keeping key talent as its most important trend over the coming years, especially if scarcity of key talent, particularly in the leadership ranks, occurs. This may lead to increased pressure on HR to limit turnover and improve retention rates. This

contrasts with the survey findings, which report that only a minority of surveyed organizations have specific budgets dedicated to retention. Other key panel trends included developing leaders through mentoring and coaching, and the ramping up of succession planning with targeted training to transfer knowledge from older to newer workers.

The Employee Relations Panel also focused on talent management issues but felt that the changing relationship between employees and employers would have an important influence on these strategies. According to this panel, as the nature of this relationship evolves to one of partnership, talent management initiatives must become more customized, requiring multiple strategies geared toward baby boomers, GenXers and GenYers. The Workforce Staffing and Deployment Panel focused on the impact broader changes in the workforce would have on workforce planning and the staffing function—specifically the need for specialized industry knowledge as the best way to find and recruit the most skilled and talented individuals.

Three main themes seem to emerge from the panel contributions. First, much will depend on the availability of talent. The impact of the baby boomers' retirement continues to be widely debated, with some labor analysts contending it will lead to labor shortages and other experts dismissing these concerns as exaggerated. HR professionals on the front lines do seem to be concerned about this issue, and this concern appears to be driving the development of several talent management initiatives. Along with concerns about labor—or at least skills—shortages in selected industries, another common theme seems to be the growing diversity of the workforce and how this may lead to multiple talent management initiatives aimed at workers with different needs and in different stages of their careers. Finally, these changes may lead to more complexity within the HR function—particularly the staffing function—as different aspects of talent management become more specialized.

The SHRM report *2015: Scenarios for the Future of Human Resource Management* also considers the issue of tal-



ent management. Through interviews with key HR stakeholders and a survey of key trends in the broader environment, the report aims to identify the forces behind the trends. “Availability of talent” emerged as one of the two most important forces that

could drive the development of the future work environment. The different ways this issue might interact with organizational design and hierarchy lead to vastly different scenarios on the roles of the HR profession in the future. These and the Special

Expertise Panel findings indicate that although talent management is already of critical importance and seems to influence many other aspects of organizational culture, it may become an even more important issue in the years ahead. ■

# Demographics

## Census Region

(n = 337)

Midwest (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin)	34%
South (Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia)	27%
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont)	20%
West (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Montana, Oregon, Utah, Washington, Wyoming)	19%

## Organization Staff Size (Entire Location)

(n = 369)

Small organization (1-99 employees)	19%
Medium organization (100-499 employees)	28%
Large organization (500 or more employees)	53%

## Organization Staff Size (HR Professional's Business Location)

(n = 369)

Small organization (1-99 employees)	40%
Medium organization (100-499 employees)	38%
Large organization (500 or more employees)	23%

Note: Percentages may not total 100% due to rounding.

## HR Department Staff Size

(n = 354)

1-4	63%
5-9	15%
10-24	11%
25-49	3%
50-99	4%
100 or more	4%

## Organization Sector

(n = 370)

Privately owned for-profit	47%
Publicly owned for-profit	27%
Nonprofit	18%
Government	8%

## Organization Industry

(n = 368)

Construction and mining/oil and gas	5%
Educational services	5%
Finance	7%
Government	5%
Health	8%
High-tech	5%
Insurance	3%
Manufacturing (durable goods)	15%
Manufacturing (nondurable goods)	6%
Newspaper publishing/broadcasting	1%
Services (nonprofit)	7%
Services (profit)	13%
Telecommunications	2%
Transportation	2%
Utilities	2%
Wholesale/retail trade	4%
Other	13%

*Note: Percentages may not total 100% due to rounding.*

# Survey Instrument

## SHRM 2006 Talent Management Survey

**T**he Society for Human Resource Management (SHRM) is conducting a survey on talent management. Your responses to this survey will be kept strictly confidential. Responses from all participants will be combined, analyzed and the findings reported only in their aggregate form.

Please participate in this survey by answering the following questions and clicking the “submit” button at the end no later than **October 19, 2005**. If you have any questions, please contact the SHRM Survey Program by telephone at (703) 535-6301 or by e-mail at [surveys@shrm.org](mailto:surveys@shrm.org). Thank you in advance for sharing your time and knowledge. Your insight and experience as an HR professional are invaluable to us in this effort.

Results of this survey will appear free to all respondents on the Survey Program homepage on SHRM’s Web site. Please visit the Web site at [www.shrm.org/surveys](http://www.shrm.org/surveys).

This survey should take no more than 10 minutes to complete.

*Talent management—broadly 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.*

**1. Does your organization have any specific talent management initiatives in place?**

- Yes
- No → Skip to question 7

**2. Are talent management initiatives a top priority for your organization?**

- Yes
- No

**3. What are the top three areas your organization needs to improve in terms of talent management initiatives?**

- Aligning employees with the mission and vision of your organization
- Assessing candidates' skills earlier in the hiring process
- Building a deeper reservoir of successors at every level
- Creating a culture that makes employees want to stay with the organization
- Creating a culture that makes individuals want to join the organization
- Creating a culture that values employees' work
- Creating an environment where employees are excited to come to work each day
- Creating an environment where employees' ideas are listened to and valued
- Creating policies that encourage career growth and development opportunities
- Identifying gaps in current employee and candidate competency levels
- Identifying vacancies that will be created as the company advances and expands
- Locating the kind of qualified professionals needed
- Rewarding top-performing employees
- Other (please specify) \_\_\_\_\_

**4. In your organization who is primarily responsible for... (Check one per statement)**

	No One	Employee's Supervisor	Department Head (excludes employee's supervisor)	HR Staff	Internal Coach (excludes employee's supervisor)	Mentor (excludes employee's supervisor)	Outside Consultant	Other (please specify)
Recruiting individuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Further developing employees (preparing current employees for advancement opportunities or to improve performance to surpass expectations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Retaining employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**5. In your organization does HR work directly with employees or managers in talent management initiatives?**

- Yes
- No

**6. Does your organization have a staff member whose position is exclusively responsible for overseeing talent management initiatives?**

- Yes, at the management/executive level (e.g., chief people officer, director of talent management)
- Yes, at the nonexecutive/nonmanagerial level
- No

**7. To what extent do you agree or disagree with the following statements? (Check one per statement)**

My organization....	Strongly Disagree	Disagree	Agree	Strongly Agree
Aligns employees with the mission and vision of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds a deep reservoir of successors at every level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a culture that makes employees want to stay with the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a culture that makes individuals want to join the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a culture that values employees' work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a culture where employees passionately believe in what they are doing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates an environment where employees are excited to come to work each day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates an environment where employees' ideas are listened to and valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has policies that encourage career growth and developmental opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifies gaps in current employee and candidate competency levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifies vacancies that will be created as the company advances and expands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lets employees feel empowered to make decisions that impact their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Places the right people in the right jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides current employees with adequate training that allows them to do their jobs well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides current employees with salary adjustments as they master significant skills required for the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewards top-performing employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**8. What percentage of your employees...**

Percentage
Have a written career development plan in place, which has both short-and long-term development goals to succeed within your organization?
Who enter into a new position are formally assessed against competencies and qualifications required to be successful in that position?

**9. Has your organization adequately prepared junior or mid-level employees to step into senior leadership positions?**

- Yes
- No

**10. Does your organization currently have a formal budget in place for:**

	Yes	No
Recruiting individuals	<input type="radio"/>	<input type="radio"/>
Further developing employees	<input type="radio"/>	<input type="radio"/>
Retaining employees	<input type="radio"/>	<input type="radio"/>

**11. How do you expect your budget for recruiting individuals to change over the next three years?**

- Increase
- Decrease
- No change → Skip to question 13

**12. By what percentage? \_\_\_\_\_%**

**13. How do you expect your budget for developing employees to change over the next three years?**

- Increase
- Decrease
- No change → Skip to question 15

**14. By what percentage? \_\_\_\_\_%**

**15. How do you expect your budget for retaining employees to change over the next three years?**

- Increase
- Decrease
- No change → Skip to question 17

**16. By what percentage? \_\_\_\_\_%**

**17. Does your organization... (Check one per statement)**

	<b>Routinely</b>	<b>Occasionally</b>	<b>Rarely</b>	<b>Never</b>
Align its orientation process for new hires with its talent management initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct exit interviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conduct regular employee surveys (quarterly, biannually, annually)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have a strategy or plan in place to deal with competitors that try recruiting your employees away from your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have formal performance appraisals on a regular basis (quarterly, biannually, annually)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactively attempt to recruit employees from your competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilize a formal approach to identify potential leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilize a formal approach to identify why employees join your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilize a formal approach to identify why employees leave your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilize a formal approach to identify why employees stay at your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilize a formal approach to track potential leaders' performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**18. How many total employees (full and part time) are employed within your entire organization, including your location?** \_\_\_\_\_

**19. How many total employees (full and part time) are at your location only?** \_\_\_\_\_

**20. At your location, how many employees are in the HR department?** \_\_\_\_\_

**21. Which of the following best describes your organization? (Check only one)**

- Publicly owned for-profit
- Privately owned for-profit
- Nonprofit
- Government

**22. Which industry best describes this location's main business? (Check only one)**

- Construction and mining/oil and gas
- Educational services
- Finance
- Government
- Health
- High-tech
- Insurance
- Manufacturing (durable goods)
- Manufacturing (nondurable goods)
- Newspaper publishing/broadcasting
- Services (nonprofit)
- Services (profit)
- Telecommunications
- Transportation
- Utilities
- Wholesale/retail trade
- Other (please specify) \_\_\_\_\_

**23. What is the ZIP code at this location?** \_\_\_\_\_



# SHRM Survey Reports

## Available to members and the public

1. SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Survey Report (40 pages, November 2005)
2. Organizational Communication Poll Findings (24 pages, June 2005)
3. Workplace Productivity Poll Findings (17 pages, January 2005)
4. SHRM/CareerJournal.com Workplace Privacy Poll Findings (47 pages, January 2005)
5. SHRM/CareerJournal.com 2004 U.S. Job Recovery and Retention Poll Findings (33 pages, November 2004)
6. Employee Trust and Loyalty Findings (21 pages, July 2004)
7. Job Negotiation Survey Findings (41 pages, April 2004)
8. Job Opportunities Survey (39 pages, September 2003)
9. Job Recovery Survey (28 pages, August 2003)
10. Job Opportunities Poll (39 pages, April 2003)
11. Job Satisfaction Poll (74 pages, December 2002)
12. HR Implications of the Attack on America (23 pages, September 2002)
13. Corporate Credibility and Employee Communications Survey (14 pages, August 2002)
14. Job Opportunities Poll (30 pages, August 2002)
15. Workplace Romance Survey (24 pages, February 2002)
16. School-to-Work Programs Survey (16 pages, January 2002)

17. HR Implications of the Attack on America: Executive Summary of Results of a Survey of HR Professionals (13 pages, October 2002)
18. Negotiating Rewards Poll (14 pages, October 2001)
19. Search Tactics Poll (8 pages, April 2001)

## Available to members only

1. 2005 Disaster Preparedness Survey Report (48 pages, October 2005)
2. 2005 Workplace Diversity Practices Survey Report (40 pages, October 2005)
3. 2005 Offshoring Survey Report (51 pages, October 2005)
4. 2005 Fair Labor Standards Act Survey Report (22 pages, August 2005)
5. 2005 Benefits Survey Report (72 pages, June 2005)
6. 2005 Future of the U.S. Labor Pool Survey Report (58 pages, June 2005)
7. 2005 Job Satisfaction Survey Report (52 pages, June 2005)
8. SHRM/Catalyst Employee Development Survey Report (36 pages, April 2005)
9. 2005 HR Technology Report (37 pages, March 2005)
10. 2005 Rewards Programs and Incentive Compensation Survey Report (38 pages, March 2005)
11. The Maturing Profession of HR: Worldwide and Regional View Survey Report (33 pages, February 2005)
12. Reference and Background Checking Survey Report (41 pages, January 2005)

13. Job Satisfaction Series Survey Report (193 pages, August 2004)
14. Generational Differences Survey Report (41 pages, August 2004)
15. Employer-Sponsored Investment Advice Survey Report (60 pages, July 2004)
16. Human Resource Outsourcing Survey Report (40 pages, July 2004)
17. 2004 Benefits Survey Report (76 pages, June 2004)
18. Health Care Survey Report (40 pages, June 2004)
19. SHRM/CNNfn Job Satisfaction Series: Job Satisfaction Survey Report (52 pages, April 2004)
20. SHRM/CNNfn Job Satisfaction Series: Job Compensation/Pay Survey Report (36 pages, February 2004)
21. The Maturing Profession of Human Resources in the United States Survey Report (48 pages, January 2004)
22. Workplace Violence Survey (52 pages, January 2004)
23. SHRM Eldercare Survey (40 pages, December 2003)
24. SHRM/CNNfn Job Satisfaction Series: Job Benefits Survey (57 pages, December 2003)
25. Undergraduate HR Curriculum Study (45 pages, October 2003)
26. SHRM Equal Employment Opportunity Commission Survey (10 pages, October 2003)
27. Fair Labor Standards Act (FLSA) Survey (20 pages, August 2003)
28. SHRM/SHRM Foundation 2003 Benefits Survey (81 pages, June 2003)
29. SHRM Job Satisfaction Series: Job Security Survey (41 pages, June 2003)
30. SHRM/NOWCC/CED Older Workers Survey (53 pages, June 2003)
31. March 2003 Current Events Survey (28 pages, May 2003)
32. 2003 FMLA Poll (20 pages, April 2003)
33. 2003 Business Ethics Survey (48 pages, April 2003)
34. Employer Incentives for Hiring Individuals With Disabilities (66 pages, April 2003)
35. Fun Work Environment Survey (56 pages, November 2002)
36. Aligning HR With Organizational Strategy (53 pages, November 2002)
37. Recruiter Cost/Budget Survey (30 pages, October 2002)
38. 2002 SHRM/Fortune Survey on the Changing Face of Diversity (16 pages, October 2002)
39. Workplace Demographic Trends Survey (37 pages, June 2002)
40. Global Leadership Survey (36 pages, June 2002)
41. SHRM 2002 Benefits Survey Results (57 pages, April 2002)
42. A Study of Effective Workforce Management (36 pages, February 2002)
43. Resource Strategies, Stages of Development and Organization Size Survey (46 pages, January 2002)
44. Job Security and Layoffs Survey (76 pages, December 2001)
45. World Events Survey—Impact on Global Mobility (4 pages, November 2001)
46. Religion in the Workplace (58 pages, June 2001)
47. Employee Referral Programs (40 pages, June 2001)
48. Impact of Diversity Initiatives on the Bottom Line (41 pages, June 2001)
49. 2001 Benefits Survey (59 pages, April 2001)
50. 2000 FMLA Survey (51 pages, January 2001)
51. Workplace Privacy Survey (51 pages, December 2000)
52. Performance Management Survey (43 pages, December 2000)
53. Impact of Diversity Initiatives Poll (5 pages, October 2000)
54. 2000 Retention Survey (40 pages, June 2000)
55. SHRM Cover Letters and Resume Survey (39 pages, May 2000)
56. 2000 Benefits Survey (52 pages, April 2000)

[www.shrm.org/surveys](http://www.shrm.org/surveys)

SHRM members can download this survey report and many others free of charge at [www.shrm.org/surveys](http://www.shrm.org/surveys). If you are not a SHRM member and would like to become one, please visit [www.shrm.org/application](http://www.shrm.org/application).

ISBN 1586440802



9 781586 440800

SHRM®

2006 Talent Management Survey Report

\$79.95 member/\$99.95 nonmember  
62.17095