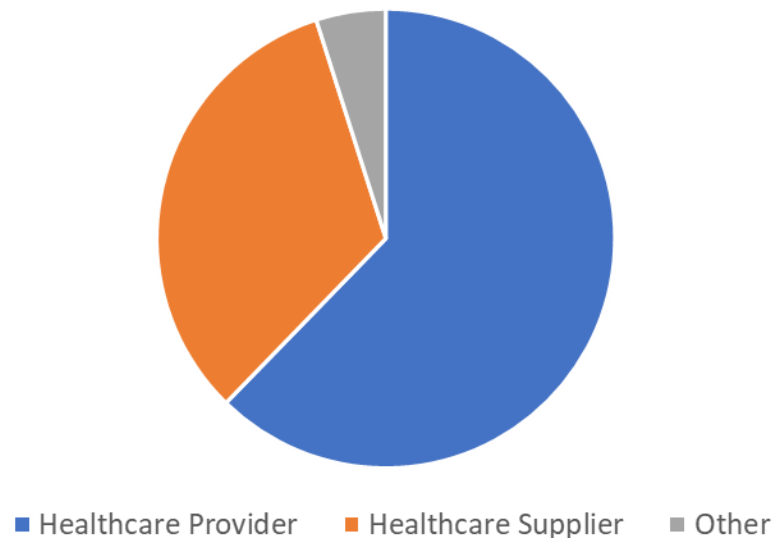




**February 6, 2023, Quick Quiz Results**

## **Challenges in Talent Management**

Total Responses = 61

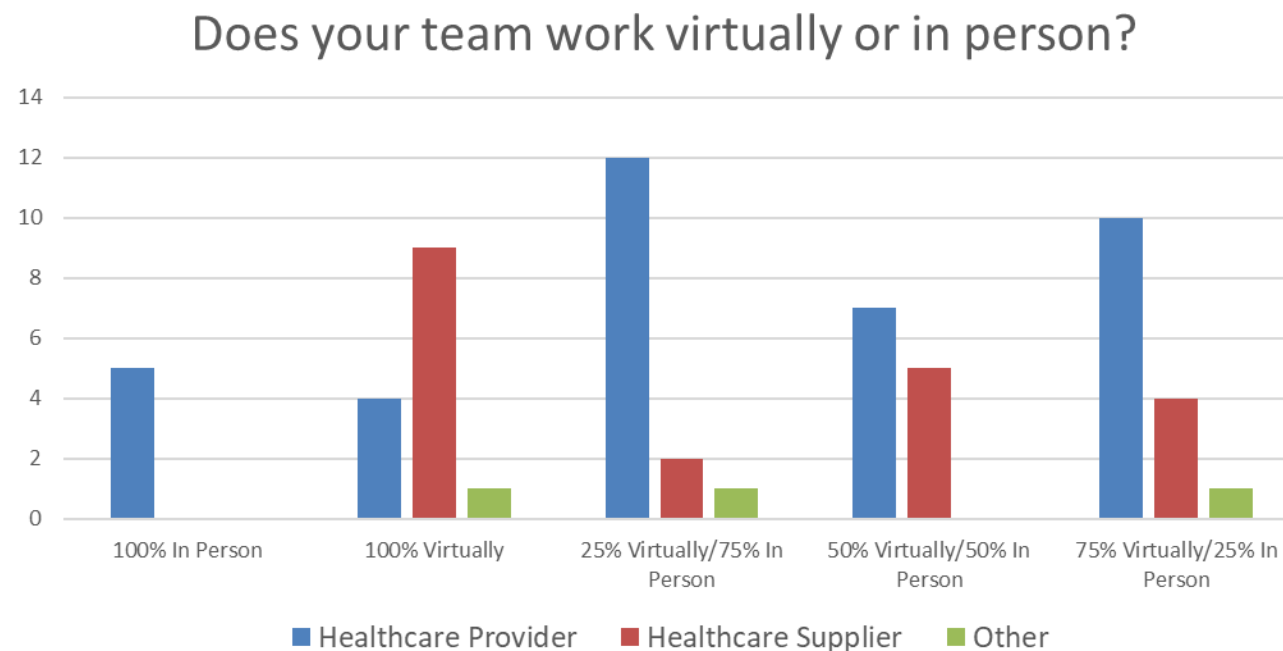


SMI® All rights reserved. This publication is available at no charge. Contents of this publication may be reused or reproduced, in part or in whole, only with the specific written acknowledgement of the Strategic Marketplace Initiative as the original author, referencing the web site [www.smisupplychain.com](http://www.smisupplychain.com).



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management



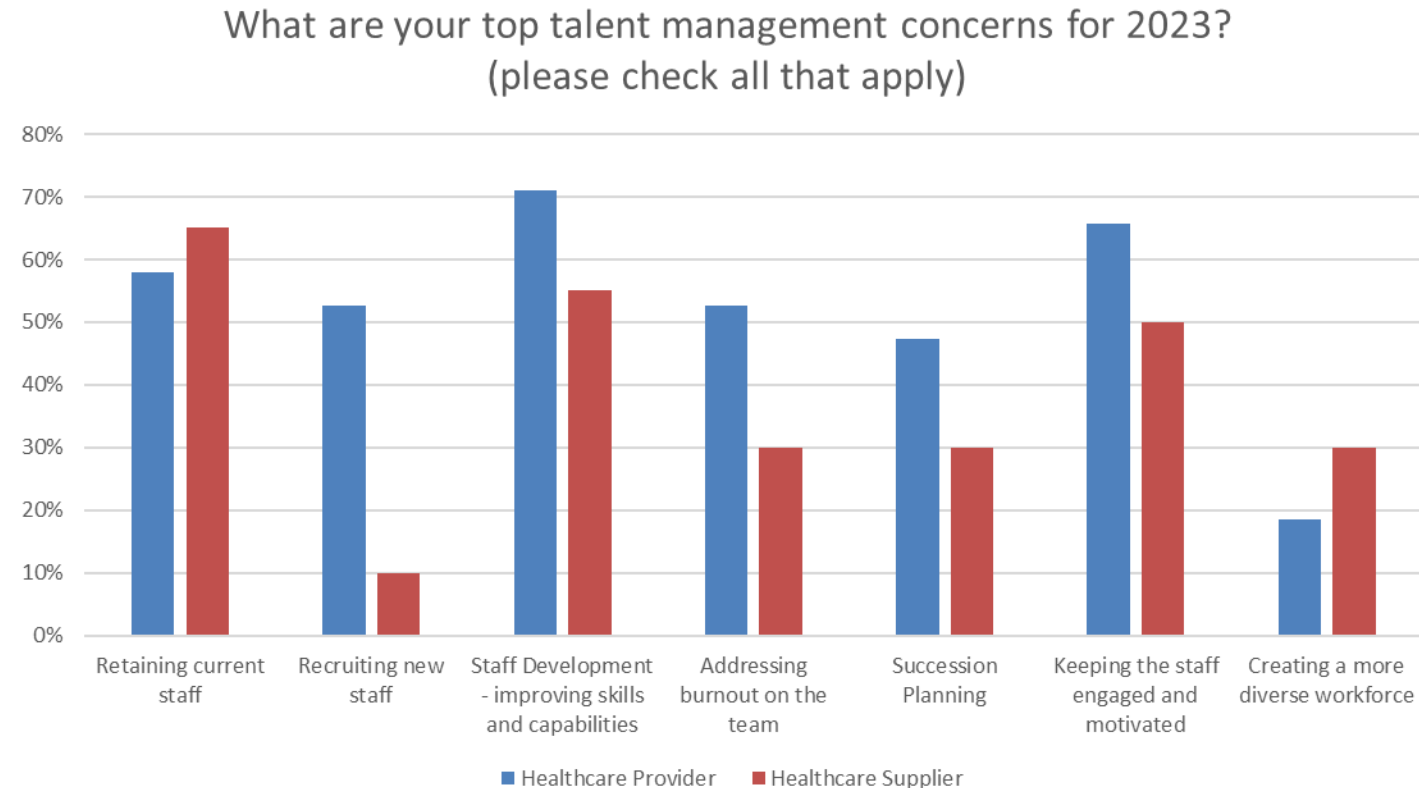


February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

### Other Responses:

getting approvals to fill open positions when key staff leave.
Securing adequate salary adjustments to stay competitive.
Hiring freezes and we are already short handed





February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Providers: What is your single most successful strategy for retaining current staff/creating job satisfaction for your staff?

Communication, leadership development, and visibility.
Supporting them to solve problems
Creation of Independent Development Plans; Career Pathway Advancement
Prioritizing key work and trying to let the rest sit. If we focus on the things we know are important and make a difference. The team knows.
Advocating for the entire team, and staying current on market salaries.
staying engaged with them through meaningful conversation, help remove their barriers, not unlike prepandemic management
Competitive wages
supporting work/life balance and flexibility where possible.
Curating opportunities for professional fulfillment, juncture where challenge equals skill.
Clear vision with a compelling why. Communicate/engage
Continuing to offer them challenging projects and expanding their responsibility in line with their passions and career aspirations.
talent development and promote from within

Meaningful work assignments tied to org top level objectives, recognition, internal promotions, and personal connections.
The extension of our remote work opportunities has been very well received for most of the buyers; however, maintaining a high level of employee satisfaction within operations (receiving, distribution, etc.) has been more challenging. We're at a point that we're considering 10 to 12 hour shifts to allow for a longer weekend for some of the operations folks.
cross functional teams
It is involving the team in decisions that impact their levels of happiness and engagement at work. Or said differently, it's doing things with our team instead of to our team.
In today's environment it is about labor wages/salary - competitiveness, fair/equitable given inflation.
The hybrid model of working remote
For several employees, we moved to a 4-day work week and the scores on their ProQOL survey increased dramatically in the 3-month evaluation period, we have continued it long term. We are working on creating management training courses where our teams managers interact and develop skills on communication, employee engagement, project management. We are developing this ourselves to ensure it is applicable to our team and not just general information



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Providers: What is your single most successful strategy for retaining current staff/creating job satisfaction for your staff?

Employee involvement in decision making is a big point of focus for our team, especially for decisions that impact their day to day.
Listening to ideas/challenges and following through- from each leader within Supply Chain
career development and recognition
Allowing them to lead strategic initiatives to gain experience and translatable skills.
Creating a resilient career path and promoting the best performing talent into advancing career roles.
Engagement and getting input on everything possible.
We actively promote work/life balance for all of our employees. Also, we have a very robust ERG program (Employee Resource Group). High % of our staff are actively engaged in ERGs.
work schedule flexibility and remote options
Engagement with the team and ensuring we have clear alignment from the values goals of the system to the work the team is doing.
Full support through difficult challenges in supply or resources. Investing in their formation to engage them in the mission

Flexibility and ownership of responsibilities.
Putting good leaders in place
Learning new things, investing in their individual competencies
We have offered retention bonuses which help, but do not address the fatigue the team is experiencing. We are in the process of evaluating our work processes to remove waste and redundancy and to improve collaboration across the SC.
Recently launched a leadership development program for front line managers. Preparing to launch a progression program for front line worker advancement.
Work balance with flexible scheduling
creating a clear line of sight for promotion, promote internally first before looking outside the organization, coaching and flexible schedules
Empowerment and development opportunities
We have the most success with staff when we learn what the staff member wants to do and/or learn...then actively help them grow when possible. When it is not possible...it is important to be honest.



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Suppliers: What is your single most successful strategy for retaining current staff/creating job satisfaction for your staff?

Being unique with external performance rewards and deliverables.
Creating a culture where my team feels valued and is making significant contributions to the overall success of the company.
Continuous discussions on assessing fulfilment and aligning it with company objectives.
Cultural alignment
Providing associates with the ability to make decisions and own their own strategies.
Operations excellence
Providing flexibility and clarity on expectations.
Continuing to create an environment of purpose and being whether virtual or in-person. Make sure people are proud of what they do, who they work for & the impact they can make.
Keeping it personal with the outcomes we help drive.
Career Growth Opportunities and Recognition

Positive interactions, internally as well as with key trading partners
Catch them doing good. Figure out the top priorities of your org and then celebrate those that exhibit.
Flexibility. Staff have become accustomed to work from home and are reluctant to make the transition back to in office full time.
-Professional development including skills training, mentorship programs, expanded responsibilities. -Recognition.
Leadership development programs
Always challenging them for more
Stock ownership in company and Monthly townhalls for communications
Building a culture of engagement and empowerment.
hybrid work environment, career trajectory
Engagement and empowerment



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Providers: What is your single most successful strategy for recruiting new staff?

Flexibility of working remotely.
posting through social media like LinkedIn and on job boards
Culture; Advancement Opp
Haven't figured this one out yet.
Total compensation strategy.
I don't have a single one - it is comprised of elevating higher education relationships, creating residency programs that land a job, succession planning and cross training, creating access to higher level leadership, having a national presence.
Formal internships with universities in WA that have a supply chain program.
unsure we have found one
Industry engagement including university collaboration.
Linked in posts and traditional job board posting

Internship programs and hiring early in careers and developing internally.
We started a management trainee program and have successfully recruited a couple of new college graduates; training includes a 6-month plan with 2-week cycles through purchasing, value analysis, informatics, receiving, etc. This allows for a solid general management base of experience as we find the best fit for the new recruits.
active recruitment
Assuring that we are able to offer our operations and logistics team members a salary that is competitive not just with our healthcare competitors but also our competitors for inventory and logistics professionals outside of healthcare, such as Amazon.
Developing relationships early - with educational institutions/events, hiring interns/administrative personnel. Flexibility on hours/place of employment, etc.
Not sure I have a single factor, but we stress the hybrid work and the benefits plan



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Providers: What is your single most successful strategy for recruiting new staff?

We created a manager trainee program where we hire new grads and put them in a 4-week rotation to learn every department then fit them in as a utility player until a good fit role comes up. We also are editing job descriptions to fit the actual work being done and removing more of the general language.

We partnered with a local university to establish a SCM Internship program that brings in strong, graduate-level candidates for Spring and Fall semesters. We are able to introduce them to Healthcare SCM and identify strong talent that can be added to our team when we have openings.

Company culture

building reputation and leveraging internal networks

area of opportunity

Offering 100% remote work and demonstrating a proven track record for career advancement.

Have not had to recruit at the leadership level for a long time, but if we do it would have to be reputation of our supply chain and location of our IDN.

We are doing our own recruiting. Our talent management team is so overwhelmed, we are going out and finding our own applicants.

We are continuing to look for ways to be flexible in schedules as well as pay alternatives (ex. weekly pay option). We are also working with our local and state universities to funnel students and interns into the department with the goal of introducing them to the dynamic healthcare supply chain and educating them on the opportunities for future employment.

Moving to engage closer with high schools, employment groups and colleges.

Currently it seems like you only get good candidates if you can offer top dollar; with all of the competition in the market including amazon, google, it is difficult at best.

Flexibility and competitive salary

Giving the flexibility we're able to provide

Outreach locally pursuing new channels of targeted recruitment vs post and pray

Referrals from colleagues is helpful. We also have an intern program which has been a feeder for new employees. Looking outside of the healthcare industry is helpful too.





February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Providers: What is your single most successful strategy for recruiting new staff?

Very broad postings
Using videos and highlighting the work we do and how it affects the community.
Don't have one yet
Active recruiting by team/hiring managers. Not relying on recruiters to find candidates
Stay connected with people and always be recruiting in some way.
Reviewing with them our Supply Chain department current year and 5-year plan.
use placement/search company for difficult to recruits



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

Suppliers: What is your single most successful strategy for recruiting new staff?

Being on a market leading team with an exclusive future relative to the rest of our commercial team.
Letting them engage with the rest of the team. Seeing how they fit in and will enjoy the role is key for them. Team mojo is important to me.
Mission and cultural alignment
Sharing the Vision of our company as well as our Function
Product Portfolio & New Product Development; M&A
Flexibility in work arrangement
Word of mouth/references.
Creating a culture where we get to live out our mission everyday.
Referrals
Referral

Get any concerns on the table and talk through. Tell the good with the bad. Then paint a picture of what that move could mean for their career.
Salary. Talented new recruits are still demanding a premium salary.
Competitive pay compensation and benefits
Lack of mobility
Showing them the vision and direction being taken
Previous relationship. Known entity.
Tapping into my industry network
flexibility/hybrid work environment
Using Linked in for lower level, or Headhunters for top executives



## February 6, 2023, Quick Quiz Results

### Challenges in Talent Management

Providers: Please share any comments here about your current successes and challenges in talent management:

Alignment on our strategy is important - help team manage their workload by focusing on priorities
Onboarding process is still a gap that needs attention.
We are on a hiring freeze. I'm guessing with the financial results we've seen, we will be on a hiring freeze for a while. So right now, keep everyone you have.
Have a dedicated professional development track that we've developed.
integration of new team members in a remote world has been a challenge (onboarding, team dynamics, etc)
Challenges have been in middle management roles being recruited to start or help other organizations
Cost cutting, hiring freezes make it hard to develop and retain, still very competitive market salary wise for good talent.
We also have summer interns and expect to have 2 of those interns from last year return once they complete their respective degree programs.
Another key aspect of employee retention, particularly our lower-paid employees, is our approach to the employee cost of health benefits. We have a tiered approach where our lowest paid employees pay less for their health insurance benefits than our highest paid employees do.
Majority of challenges are in the clinical/technical settings more so than SCM.

We focus on 3 key tenets for motivation. 1) Purpose - reminding staff frequently about our vision and impact. 2) Autonomy - allowing staff to operate independently where appropriate and expand that autonomy through training and process work throughout the year. 3) Mastery - Offer training and development frequently to ensure staff are honing their skills and preparing for the next steps in their career.
financial pressures limiting hiring
Challenges is healthcare is competing with suppliers and other industry sectors that have the ability to pay more and offer greater growth opportunities.
Provide an environment where leaders can own their strategy and are comfortable being held accountable for the strategy they develop.
Burn out and competition in our area (Amazon, Shipt, etc) that can pay a higher hourly rate present ongoing challenges.
Still struggle with our starting pay not being competitive in urban locations for entry level roles.
Succession planning roll out this month!
There hasn't been enough money to go around to cover the types of raises that offset cost of living when you combine it over the last 4-5 years and orgs are slow to recognize that and create the market adjustments needed right now. The entire industry should be in line for a large market increase.
Given all the pressures with industry shortages and declining margins, there is little time to focus on talent development and growth
Successes: Teams are settling into post pandemic work environment Challenges: Expectations of team have changed quickly. Difficult to keep current with flexibility, etc
We are having success with our new summer intern program as a feeder for full-time positions.
be a good leader, Microlead, not micromanage



## February 6, 2023, Quick Quiz Results

### Challenges in Talent Management

Suppliers: Please share any comments here about your current successes and challenges in talent management:

Challenges are to prevent burnout. My team is accustomed to working directly with others (face to face) so this new environment does not appeal to the types of engagement that is invigorating for them. Overcoming this issue in our "new" environment is quite difficult.
Success around delegation with authority to make "it" happen and then recognize exceptional results.
Managing salary expectations vs what may be in a candidate's mind is challenging.
Onboarding new hires in a hybrid environment has been particularly challenging in terms of building relationships with team members, cultural alignment, and navigating the organization.
Growing number of new entrants to the workforce demonstrating different demands and expectations on career progression and work/life. Virtual has created far higher engagement than expected, though connection to Corporate culture important to maintain integration with mission/vision/values.
Remote work creates challenges for culture development for newer employees. Being very intentional about getting teams together in person help drive engagement and culture development.

Going through large company integration past year, ensuring employees being acquired feel included and part of team to prevent turno
Focus on results in your people and the organizational results will follow. Others will see/hear that you care and want to be a part of what you are doing.
Work from home is becoming a drain on management to keep productivity up. People say they are working hard however we are not getting enough done to make full time WFH sustainable.
With a focus on improving OPEX, individuals are being asked to do more with fewer resources. This contributes to increased stress.
Always act as a team and lead with your values
Offering hybrid work from home/office. Competitive salary. Gas subsidy.
Success: Routine communication and expectations alignment. Challenges: Having enough opportunities to meet needs of top talent.



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

And for fun, other than what they're doing now, what would be SMI members' dream jobs?

### Members' top pick?? Sports!

Ballboy for an NBA team
GM for the Chicago Cubs
Golf course starter
golf course starter
Head Coach of the New York Yankees!
If I were not in Healthcare SCM, I would like to be a Basketball Coach.
mid-major college basketball coach
NFL Coach
Playing second base for the Chicago Cubs. That life goal is long gone.
Sports Coach
Surf instructor

### Second most popular... Travel and Adventure:

Camping and roughing it at the lake.
Doing product demos for major outdoor equipment manufacturer.
Metal detecting on Oak Island
Mountain guide
Renting surf boards on a beautiful island
Italy tour guide
Professional world traveler!
Travel agent
Astronaut
Motorcycle cop on the Rhode Island Highway Patrol.

### And also popular? Something Foodie...

Chef.
I'd like to work for a winery at some point! maybe a food critic:)
part-time caterer
Restauranter
Running a dog rescue and owning a bakery
To own my own bakery
I'd like to own and manage a coffee shop. Engaging with others all day.

*Don't miss more alternate careers on the next page...*



February 6, 2023, Quick Quiz Results

## Challenges in Talent Management

And some more alternate career aspirations for SMI members:

Angel investing in helping other's create their dream business
Being a logistics engineer / architect that designs work spaces and facilities
Join a couple non-profit and for-profit Boards.
Working in staff/leadership development for Supply Chain professionals.
Being a doctor with the skills to transform people's lives in a third world country.
Creative role on the frontier of neuroscience.
Pediatrician

something related to animals
Big time artist or jewelry designer
Running a spa for underserved communities, successful voiceover artist and career planning.
Songwriter
Teaching
Building houses.
I would be a clue writer for the game show Jeopardy

Interior decorator
Nothing better than this! :)
Novelist
Owning a hardware store if I was much younger.
Party/event planner
Probably would of have been an attorney.