

practice was a huge cost saving for Pfizer but the downside is there was no one to one contact anymore and this could frustrate a lot of people.

The organizations framework for talent management ought to measure the success of the management training program. At Core, the HR team measured the success through feedback from managers and feedback from the actual individuals who have gone through the program. The result lead to the evaluation of the strategic undertaken, that has the organization succeeded in retaining the right workforce. In the interview it is revealed that Core had undertaken a program for their graduate lot and managed to retain a few. Annette believes that the results were valid and indeed they had the right people. However, the question of having the right talent would always ring their minds probably even more than daily. Conversations on whether the people undertaking the various tasks were the right people or not doing it also was came up quite often and could probably be classified as a natural conversation.

Cross recruiting workers from different industrial fields is a practice that is gaining favoritism by many HR practitioners. Core has had similar experiences where someone from civil service comes to work in at the software company.

Information for human resource practitioners varies in source but mostly professional journals and inter-organization exchanges are the basic sources. Annette has subscribed to the likes of Harvard Business Review and other academic journals. Therefore, she has knowledge of research practices and in the case where the gap exists then the result will be of not doing as opposed to not knowing. When it boils down to evaluation of senior executives and measurement of competency there is no specific tool. However, the analysis can be done from the team under supervision, getting feedback and drawing practices of success and management.

Looking into global workforce planning is a reach that many companies undertake in an aim of siphoning out the best talents across the globe. Many have approached the global workforce through initiating social communities online. For the case of Core, Annette explained the company was not global yet although its vision was to be a number one global software. However she states emphatically that there are no plans to approach the global workforce because the base of the company is all English speaking. Despite this upon expansion the company may need to acquire support workers with bilingual expertise. The company gap challenges will therefore arise when the customer base becomes multi-lingual.

Companies need have always found ways to retain their most important talents through employee incentive philosophies and much more. Annette, says core has taken up the strategy of investing and developing their talent. They focus on the interests at hand and Annette the practitioner advises on being smart to give somebody something that they don't want or that they don't need. Having an understanding of what is essential is a key retainer factor. However, we again realize that to retain useful talents narrows again to the organization's practice of creating opportunity for talent development and growth to that superstar level. The organization should discover what gets their employees keen and engaged. An evaluation of employee incentives that are fruitful in terms of the bonus, the extra holiday extensions or is it the financials. Annette notes that whenever people move through their careers, there is a lot of development in characteristic and knowledge and hence their needs change. This is key and managers need to pay close attention and also play a key role in this. As the human resource practitioner of Core, Annette, puts it managers need to have an awareness of their teams and what actually works for them.