

# RETAINING TALENT & MANAGING DISTRIBUTED WORKFORCES



# HELLO!

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- ▶ 24 Years of Experience in Tech Leadership
- ▶ Cloud Services, Integrations/Divestitures
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# AGENDA

- Acquiring and retaining top technical talent
- Strategies for onshoring, nearshoring, and offshoring
- Recruiting and managing resources in the Philippines
- Managing resources in India
- Managing resources in South America



“ People leave managers not companies.”

Studies show 60–75% of employees leave because of their manager. *Forbes, Sewells*

True, but what else?



## ACQUIRING TALENT

- ▶ Hold your internal and external recruiters accountable for timely hires and onboardings.
- ▶ Set clear guidelines and stay active throughout the hiring process.
- ▶ Establish relationships with recruiting agencies who specialize in your vertical and geographical regions
- ▶ Start young. Partner with local colleges and universities.



## RETAINING TALENT

- ▶ Would you want to work for your middle or upper managers?
- ▶ Assess your corporate and department culture.
- ▶ Invest in training. Active and formalized training programs pay dividends.
- ▶ Career planning and clear timelines are a must.
- ▶ Stay engaged and conduct skip-levels. The brightest engineers are usually prima donnas and high maintenance.



# OPTIMIZING YOUR HIRING STRATEGY BY REGION

## HIRE DOMESTICALLY

Leverage the U.S. market when filling roles that are customer facing, require frequent interaction with internal stakeholders, or contain specialized skillsets which are not easily sourced overseas.

## HIRE INTERNATIONALLY

Assess the talent pool for the desired skillset overseas. Target roles where you are certain that expertise is available in the international market. Ensure you can support split or overnight shifts.



# INSIGHT INTO OVERSEAS TALENT

## PHILIPPINES

Above average communicators as English is required in Manilla schools. Resource cost is about ~40% of an equivalent U.S. resource. Good talent pool for level-1 to level-2.5 admins/engineers. Flexible hours.

## INDIA

Broad spectrum of talent ranging from entry-level to expert. Resource cost can range from 40-60% of an equivalent U.S. resource. Communication and resource turnover can be an issue. Split-shifts are more common.

## ARGENTINA/PERU

Deep talent pool in systems and networking engineering. Resource cost can range from 40-60% of an equivalent U.S. resource. Communication is above average but can be an issue. Almost perfect alignment to U.S. hours.





# RECRUITING AND MANAGING IN THE PHILIPPINES

- ▶ Recruiting can be a real challenge. Stay engaged with your internal local recruiting team and find a trustworthy partner agency.
- ▶ Target the right roles.
- ▶ Learn the cultural differences. Resources in the Philippines require a completely different management style.
- ▶ Customize your training programs to match the cultural nuances.
- ▶ Consider an in-country manager if employing over 5 or 10 resources.
- ▶ Holidays, unique pay structure, and regulations can impact cost and operations.



# RECRUITING AND MANAGING IN INDIA

- ▶ Find a good partner and preferably with a U.S. presence.
- ▶ Leveraging staff augmentation firms on fixed-rate, fixed-hours is an excellent approach.
- ▶ Make sure you have strong enough management and processes to support split or overnight shifts. This can be a killer if your organization is not prepared.
- ▶ Spend time learning the culture and be prepared for a higher turnover rate.
- ▶ Connectivity can be a challenge. Ensure your tech stack can support robust remote access.



# RECRUITING AND MANAGING SOUTH AMERICA

- ▶ A local partner agency is a must have. Once you find one, engineering resources in Argentina or Peru can be a real force multiplier.
- ▶ Local culture and shift alignment is less of a concern. Typically, these resources can be managed similarly to U.S. engineers.
- ▶ Specialists in cloud, systems, data, and network engineering are readily available.
- ▶ Well-trained and professional resources are common.
- ▶ Higher level of comfort exposing these resources to internal or external stakeholders.
- ▶ Equivalent cost to resources in India.

# THANKS!

Any questions?

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