

# **Talent Management Panel Discussion**

*PCI Technology Conference  
October 5, 2011*

# State Auto Insurance Companies Overview

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- ❖ Founded in 1921....headquartered in Columbus, Ohio
- ❖ \$1.8 billion written premium
  - Personal Insurance           65%
  - Business Insurance         28%
  - Specialty Insurance         7%
- ❖ 1.1 million policies in force
- ❖ Market products in all 50 states and Washington D.C.
- ❖ Independent agents exclusively
  - 6018 agency locations – 28,500 agents
- ❖ 2,250 associates, includes 390 IT associates
- ❖ Average IT associate age:     46

# Current Challenges Facing Our Company & IT

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- Workforce Management
- Perception of Insurance
- Continuous Pipeline of Diverse Candidates
- Compensation & Performance
- Older Systems & Technologies
- Investing in Our People
- Skills & Paradigm Shift
- Others...

# Workforce Management

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- Talent Acquisition & Retention
- Competitive Compensation
- Performance Management
- Workforce reporting, monitoring
- Training & Education
- Upgrade systems/technologies
- Succession planning
- Benefits: flex time, free parking, fitness center, wellness campaign, personal finance education, community service

# Perception of Insurance

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- ❑ Insurance is a career destination
  - Conservative and stodgy → Stable, dynamic, challenging
- ❑ Insurance is not a “necessary evil”....
  - Safety net in times of need
  - Protection for important things and people
  - Peace of mind
- ❑ What are we doing?
  - Communicate a clear message
  - Leverage our executives
  - INVEST program
  - Other events
  - Social media

# Continuous Pipeline of Diverse Candidates

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## □ Pipeline

- HR talent management organization
- Focus on all age groups
- Staffing should reflect our market
- Select the best and brightest

## □ What are we doing?

- Competency based selection
- Invest, presence at more community/cultural/business events
- Leverage retirees
- Internships
- Social media

# Continuous Pipeline: IT-ART

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- ❑ IT Attracting and Retaining Talent...community initiative
  - Twelve member team, 6 local CIO's, local colleges, Columbus Chamber
  - Led by Tech Columbus
  - Partnered with Columbus 2020
- ❑ Identify current and future IT workforce needs and skill gaps
- ❑ Plans to bridge the current-future gap
- ❑ Work with universities, colleges, and businesses that train IT workers
- ❑ Quick win...Free evening pilot class, JAVA, Business Analysis

# Compensation & Performance

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- ❑ Formal Performance Management
  - Introduced 5 years ago, enterprise-wide
  - Employee led, annual goals
  - Drives compensation and bonus
  - CEO to staff
  - Adoption and quality improving each year
- ❑ Compensation, Incentive, and Reward Systems
  - Market based compensation, reviewed annually
  - Staff and leadership bonus, performance based
  - Recognition programs

# Older Systems and Technology

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- ❑ Impacts
- ❑ Enterprise visibility to increased technology investment
- ❑ Active initiatives to upgrade and/or replace
- ❑ More cross training
- ❑ Look ahead....emerging technologies

# Investing in our People

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## ☐ Everyone

- Competencies
- Engagement Initiative
- State Auto University

## ☐ Leadership Team

- Enterprise leadership annual symposium
- IT management team annual event

## ☐ Staff

- Computer based training
- Formal training
- Cross training

# Skills & Paradigm Shift

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## □ Skills

- Gaps
- Formal skills management
- Training & Education
- Improve personal accountability

## □ Paradigm shift

- Continual change
- Take control of your career
- Self investment

# Others...

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- ❑ Measurement
  - Annual enterprise engagement survey
  - Productivity, personal and team
  - Systems performance
  - Benchmarking
- ❑ Geographic dispersion of staff
- ❑ IT Outsourcing approach / philosophy
  - Projects
  - Real-time demand