



DANAHER

Corporate Human Resources
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	<u>2006</u>	<u>2007</u>	<u>Change</u>
DRP+ positions filled	166	200	+29%
Internally filled DRP+ positions	100	140	+40%
Internal Fill Rate (IFR)	60%	70%	+ 13%
Externally filled DRP+ positions	66	60	-10%
Time To Fill – days (TTF)	175	179	-6%
Voluntary turnover:			
> Exempt associates	n/a	7%	
> DRP+ and TR associates for DRP+ positions	5%	4%	-1%

DRP+ = Direct Reports to Presidents and above

Within 2 years will need to fill over 200 DRP+ jobs per year

- > **Portfolio of 100 + Companies in Europe, Largest €1.2 billion, Smallest €800,000**
 - Stand alone Profit & loss!
 - Huge ongoing need for General Managers
 - Specific GM Career track

- > **Feedback from each company on potential:**
 - Look across all functions for future GMs
 - Move function leaders to first GM role, drive the car, avoid the crash.
 - Move to larger functional role or larger GM role

What can you do?

- **take more risks with our people**
 - **avoid prejudice**
 - **we will make mistakes**
 - **do an early calibration**
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- 2. Continuously recruit – create our pipeline externally**
 - 3. Be comfortable with our people who are placed**