Talent Management Tools and Resources

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Definitions of the ten talent management practices:

<table>
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<tr>
<th>Career Planning</th>
<th>The process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills of an employee to achieve short- or long-term career objectives</th>
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<td>Competency Management</td>
<td>The process of identifying mission-critical competencies for individual roles and organizational-wide strategic goals</td>
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<td>High Potential Employee Development</td>
<td>The process of identifying and preparing individuals who are capable of advancing to future key leadership positions</td>
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<td>Learning and Development</td>
<td>The process of implementing an all-employee learning program based on organizational-wide mission critical competencies to create alignment and increase employee engagement</td>
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<td>Performance Management</td>
<td>People managers achieve agency results by hiring, assessing, developing and retaining quality talent one employee at a time</td>
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<td>Leadership Development</td>
<td>The strategic investment in employees through formal and informal development of leadership skills necessary to resolve a variety of situations and issues and lead others through daily work processes</td>
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<td>Succession Planning</td>
<td>The process an organization uses to ensure that employees are developed to fill key roles</td>
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<td>Recruitment</td>
<td>The process of sourcing qualified applicants to meet the employment needs of the organization and identifying the best applicant to fill an existing vacancy</td>
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<td>Professional Development</td>
<td>The advancement of skills or expertise necessary to succeed in a particular profession, especially through continued education</td>
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<td>Retention</td>
<td>The ability of leadership to create a climate that will attract more high potentials, linked to high morale and organizational productivity, by understanding why high potentials leave or stay</td>
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Creating a Talent Management Process for Public Sector Organizations

During the strategic planning process it is important for leaders to understand and assess the talent management direction they want to go within the organization and identify talent goals for the upcoming year. It is essential that the strategic plan is a working document used all year to guide decision-making in relation to talent management. During the strategic planning process, the leadership team conducts several organizational assessments and allocates resources for the implementation of the selected prioritized talent management practices. Review of the mission, vision, and core values ensures continued relevancy while a system’s S.W.O.T. analysis determines the internal organizational talent strengths to leverage, internal talent opportunities for improvements, external talent opportunities to embrace, and external talent threats to overcome. Assessing the Department’s culture, discussing the vision and priorities and identifying the brutal facts that might keep the organization from achieving its talent management goals are all critical to success.

Workforce planning complements an agency’s strategic planning and performance based budgeting. It translates strategic thinking into concrete discussions about workforce staffing and development needs. Workforce planning is a well-established process used by leaders in the public and private sectors to forecast
talent needs and develop the workforce to meet the organization’s needs. The outputs of the process are to determine the number and types of jobs needed to meet business demands, to identify strategies to develop the current workforce, to attract and retain the needed competencies and skills for helping government move forward, and to ensure solid leadership is in place for the future.

Workforce planning is a strategic process that has significant impact on an organization’s performance; therefore, leaders are ultimately accountable for workforce planning. Best practices show that leaders identify and actively sponsor a team to implement the workforce planning process throughout the organization. Embedding workforce planning into the culture requires strong leadership and a focused implementation team committed to the process. It is a journey, not an event.

The Workforce Planning Model (see below) is a five phase process which is used to manage and forecast staffing levels and skill mix to meet the organization’s needs. The workforce planning process identifies the sufficient staffing levels needed to perform the essential work needed to meet the current business objectives and projects talent gaps to meet future business requirements. By implementing the prioritized talent management practices, leaders begin to bridge the gap between current and future talent needs.

**State of Tennessee Workforce Planning Model**

**Phase 1: Set Agency Strategic Direction**
- Assess, evaluate and gain shared mindset within the agency regarding:
  - Mission, Vision, Values
  - Cultural Assessment
  - Brutal Facts
  - Agency Core Competencies
  - Core product and services
  - Key Customers
  - Key Processes
  - Agency strategic talent goals and long term priorities over the next 3-5 years

**Phase 2: Conduct Workforce Analysis**
- Develop future workforce profile for the agency = Demand Profile
- Determine current workforce profile = Supply Profile
- Analyze discrepancy between Supply and Demand = Gap Analysis
- Identify mission critical roles

**Phase 3: Develop the Workforce Plan**
- Prioritize the talent gaps in terms of urgency and impact
- Generate a Workforce Plan consisting of long term and quick win talent strategies to effectively close the talent gaps
- Establish development opportunities to close the talent gaps
- Formalize agency succession plan

**Phase 4: Implement the Workforce Plan**
- Establish a talent management advisory committee to support talent management efforts
- Identify strategy teams or individuals accountable to implement each part of the talent management strategy and workforce plan
- Utilize established best practices in strategy implementation and project management for operationalizing talent management action plan

**Phase 5: Monitor, Evolve, Embed**
- Assess what is working and not working and make adjustments to the workforce plan
- Proactively identify and address emerging organizational and environmental issues that affect the workforce plan
- Continuously improve the Workforce Planning process annually to embed it into the agency culture
The talent review process uses the Nine Box Performance-Leadership Potential Matrix tool (see below) to assist supervisors and employees in assessing leadership potential and performance. The talent review process identifies emerging and potential leaders, which assists in the development of the succession plan. With the results of the talent review assessments, leaders can create Individual Development Plans for employees to increase engagement, improve performance, and map career planning goals.

Initial Action Steps for Creating a Talent Management Strategy

1) Design a survey that focuses on obtaining data indicating how many and to what extent public sector organizations are implementing the ten Talent Management practices (career planning, competency management, high potential employee development, learning and development, performance management, leadership development, succession planning, recruitment, professional development, and retention) in order to establish a talent management baseline.

2) Based upon Peter Senge’s *The Fifth Discipline: the Art and Practice of the Learning Organization*, determine how to build and champion a public sector learning organization, soliciting best practices from organizations already successful in creating a continuous learning culture.

3) Enlist executive participation in evaluating the current mission, vision and values to ensure alignment the strategic and operational goals of the organization.

4) Conduct organizational talent management assessments with executive and senior level leaders to inform leadership in developing a formal talent management strategy. For example: Brutal Facts, S.W.O.T. Analysis, Organizational Culture, and Workforce Readiness. A sample of templates is attached.
## Roles and Responsibilities in the Talent Management Process Tool

|-----------------------------------------|------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------|
| **Workforce Talent Planning**           | • Develops departmental strategies with a clear picture of competencies and talent gaps  
|                                         | • Defines roles and competencies critical to success  
|                                         | • Identifies future leadership gaps  
|                                         | • Supports other leaders to prioritize talent initiatives and investments  
|                                         | • Manages risks associated with poor talent  
| **Role and Pool-based Succession Management** | • Develops current and emerging leaders  
|                                         | • Conducts and participates in talent review sessions  
|                                         | • Develops and monitors succession management initiatives  
|                                         | • Develops and monitors the health of talent pools for critical jobs/roles/skills  
|                                         | • Supports rotational assignments  
|                                         | • Supports stretch assignments  
| **Learning and Development**            | • Supports a culture of continuous learning in which risks can be taken and failures are accepted  
|                                         | • Communicates the importance of learning and development in the department’s strategy  
|                                         | • Participates in learning and development programs  
|                                         | • Maximizes investment in learning and development to ensure alignment to department priorities and core competency development  
| **Workforce Talent Planning**           | • Defines critical roles and competencies needed to meet strategic objectives  
|                                         | • Identifies talent gaps in current team  
|                                         | • Identifies future gaps based on planning process  
| **Role and Pool-based Succession Management** | • Identifies personal and career goals  
|                                         | • Communicates career interests and goals  
|                                         | • Identifies development needs  
|                                         | • Manages career development  
|                                         | • Prepares and maintains his/her talent profile (including past work experiences, mobility, special skills, certifications, interests, etc.)  
| **Learning and Development**            | • Identifies and supports employees in the identification of career opportunities  
|                                         | • Talks with employees about career aspirations and goals  
|                                         | • Develops employees for future roles  
|                                         | • Offers stretch assignments and rotational assignments  
| **Workforce Talent Planning**           | • Participates in new employee/team member on-boarding programs  
|                                         | • Identifies development opportunities for employees  
|                                         | • Participates in employee development opportunities  
|                                         | • Assesses competence in the areas of knowledge skill and ability (K.S.A.’s) and core competencies  
| **Role and Pool-based Succession Management** | • Creates an individual development plan to close gaps  
|                                         | • Closes performance and competency gaps through training and development programs  
| **Learning and Development**            | • Serves as a coach or mentor to others in the department where appropriate  
|                                         | • Develops and interacts with an internal network of peers, experts and mentors |