How to Create an Integrated Talent Management Needs Analysis

ASTD Atlanta Webinar
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Andy Rice, Principal and Lead Strategist of Black Box Consulting, has played an instrumental role in the success of key clients, working with Fortune 500 companies on critical initiatives including integrated talent management planning and assessment projects, talent management optimizations, technology selections and implementations, change management efforts and talent management transformation programs.

Prior to establishing Black Box Consulting, Mr. Rice developed an extensive background in business process management, talent management and human resources. He held roles as Practice Manager for Integrated Talent Management and Principal Consultant at the Newman Group (a division of Korn/Ferry International), Senior Project Manager at Yahoo! Resumix, Staffing Director at Genentech, and Regional HR Director of Viant, a global internet and business consulting company. He also has an extensive background in talent acquisition, learning and development, performance management, leadership development, succession planning, compensation and workforce planning.

Mr. Rice has facilitated speaking engagements and workshops on talent management for organizations such as the Human Capital Institute, the Conference Board, IHRIM, Argyle Executive Forum, the Electronic Recruiting Exchange, HRMAC and IHR.

Mr. Rice graduated with a BS in Electrical Engineering and Computer Science from the University of California at Berkeley, and spent the first five years after graduating as an engineer and engineering manager at Intel.
Black Box Consulting helps companies large and small maximize the business return of their talent management functions. We can help you:

- Link your talent management operations to business strategy
- Develop a plan to integrate your talent management function and to manage your talent management transformation program
- Optimize your talent management processes, use of technology, and organizational model
- Select, implement and launch your talent management technology

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Agenda

• Integrated Talent Management (ITM) Refresher
• ITM Needs Assessment Defined
• Designing the ITM Future State
• Assessing the TM Current State
• Identifying the ITM Gaps
• Questions & Answers
Integrated Talent Management Refresher
Traditional Talent Management

**Figure 2: Traditional HR Processes and Systems**

- **Silos in HR**
  - Workforce Planning
  - Learning and Development
  - Recruiting - Applicant Tracking
  - Performance Management
  - Leadership Development
  - Succession Planning
  - Compensation - Benefits

- **Slow response to changing business needs**
  - Do not clearly understand where current critical talent gaps exist
  - Lack of disciplined workforce planning to drive future talent needs and capabilities
  - Hiring strategy and development planning not in sync
  - No clear picture of future “talent profile”
  - Leadership pipeline in jeopardy

- **Disconnected and cumbersome**
  - Data and processes not integrated
  - Talent not shared across businesses / units
  - Learning plans not linked to assessments and skills gaps in current talent pool

- **Not responsive to employee demands**
  - Employees want career development
  - Millennial generation expects growth and flexibility
  - Defined career paths and competencies not clear and consistent

- **Administratively intensive**
  - Data entry is repetitive
  - High volume of manual work to complete HR review processes
  - Difficult to obtain executive-level talent information

Integrated Talent Management

Corporate Strategy

Talent Strategy & Workforce Plan
- Talent Acquisition
- Learning & Development
- Succession Planning
- Compensation
- Performance Management
- Leadership Development

Competency Model

Technology Enablement

Change Management
Awareness – Acceptance – Adoption
Integrated Talent Management

What it looks like:

- Workforce Planning linked to Business Planning
- Disciplines execute processes in accordance with Workforce Plan
- Processes are coordinated through inputs and outputs
- Technology enables link to strategy and data sharing
- Competencies are the common talent language
- Business has the right talent to meet the short- and long-term business objectives
Poll

• According to the Bersin Model for ITM, there are four levels of ITM maturity for companies. What level of ITM maturity best represents your company?
  – Level 1: Siloed Talent Processes
  – Level 2: Standardized Talent Processes
  – Level 3: Integrated Talent Management
  – Level 4: Strategy-driven Integrated Talent Management
Example: ITM – Before & After

<table>
<thead>
<tr>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compliance-Driven Development Planning:</strong> John has just started as a new employee. Two weeks after starting, his manager Nancy meets with him and says “HR requires us to have a development plan for all employees, so what do you think you should have on your development plan?”</td>
<td><strong>Value-Added Development Planning:</strong> At two weeks into John’s employment, Nancy sits down with John and says, “Looking at your current job description, here are the competencies required for your role. During your hiring process, we assessed that you are very proficient in communication and leadership skills, but may need some development in managing work through others.”</td>
</tr>
<tr>
<td><strong>Lack of Support for Employee Development:</strong> John isn’t really sure what to put on his plan, so they agree that he should review the paper-based catalog of courses and add classes of interest to John’s development plan.</td>
<td><strong>Manager- and System-Supported Employee Development:</strong> “Our development planning system is suggesting we send you to a class to help you in this area, and set you up with a mentor who is very proficient in this skill. Can we add this to your development plan?” John agrees, and feels very positively about the company and Nancy’s support for his development.</td>
</tr>
</tbody>
</table>
Poll

• Which example matches your company?
  – Before
  – After
  – Neither
ITM Needs Assessment Defined
ITM Needs Assessment

**Phase I**
Design the ITM Future State

- **Purpose**
  - To define the future-state for each ITM discipline
    - Objectives
    - Activities
    - Inputs
    - Outputs
    - Assumptions
  - To develop a “schematic” of the “architecture” of the Integrated Talent Management “system”

**Phase II**
Assess the TM Current State

- **Purpose**
  - To develop current state process narratives for all TM processes
  - To identify future state process, technology, organizational requirements through current state review

**Phase III**
Identify the ITM Gaps

- **Purpose**
  - To assess the readiness of each ITM discipline relative to the future state of:
    - Technology
    - Process
    - Organization
  - To develop and prioritize a multi-year ITM project roadmap
Designing the ITM Future State

ARCHITECT YOUR FUTURE.
Black Box Method

• Purpose
  – To develop a “schematic” of the “architecture” of the Integrated Talent Management “system”, linked to corporate strategy

• Objectives
  – To create a high-level picture of the future state interaction between all Talent Management disciplines
  – To define the future state inputs, outputs and assumptions of each Talent Management discipline

• Method
  – Multi-day meeting with Talent Management / HR Leadership
Black Box Method: Overview

Complex System

Black Box #1
- Objectives
  - Activity #1
  - Activity #2
  - Activity #3

Black Box #2
- Objectives
  - Activity #1
  - Activity #2
  - Activity #3

Black Box #3
- Objectives
  - Activity #1
  - Activity #2
  - Activity #3

Black Box #4
- Objectives
  - Activity #1
  - Activity #2
  - Activity #3

Black Box #5
- Objectives
  - Activity #1
  - Activity #2
  - Activity #3
Black Box Method: Process

• For each Talent Management discipline, determine:
  – The **objectives** and high-level **activities** of that discipline
  – The **inputs** required to meet the objectives of that discipline
    • If possible, the **supplier** of each input
  – The **outputs** produced by each discipline
    • If possible, the **consumer** of each output
  – The **assumptions** required to meet that discipline’s objectives
SAMPLE: TM Design Specification
SAMPLE: ITM Schematic
SAMPLE: ITM Schematic
L&D in an ITM Function: Inputs

- **Workforce Planning to L&D**
  - Build Plan with Critical Roles
  - Skills Gaps

- **Talent Acquisition to L&D**
  - Competency-based Interview Evaluations
  - Newhire employment / education history
  - Employee Job Submission History

- **Performance Management to L&D**
  - Strengths and Development Opportunities
  - Performance Review Results

- **Succession Planning to L&D**
  - Identification of High Potentials / High Professionals
  - Talent Review Development Opportunities
  - Key Talent Flight Risks
  - Skill Gaps
L&D in an ITM Function: Outputs

• **L&D to Workforce Planning**
  – Competency Model
  – Competency and Development Gaps
  – Organizational Capability Analysis

• **L&D to Talent Acquisition**
  – Competency Model
  – Competency-based Job Descriptions

• **L&D to Performance Management**
  – Competency Model
  – Employee Development Progress
  – 360 Feedback

• **L&D to Succession Planning**
  – Competency Model
  – Career Paths
  – Employee Development Progress
Poll

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Assessing the TM
Current State
Current State Review

• Purpose
  – To review current processes, use of technology, organizational model in all Talent Management disciplines

• Objectives
  – To develop current state narratives of all TM processes
  – To develop detailed process, technology and organizational requirements of the future state design

• Method
  – Multi-day meetings with TM discipline SMEs / TM Leadership
Learning & Development

• **Review Topics**
  – Learning Catalog Planning / Needs Assessment
  – Learning Development / Design
  – Course Registration / Tracking / Delivery
  – Employee / Leadership Development
  – Technology & Reporting

• **Sample Questions**
  – Do you use competencies as a basis for your learning catalog / development opportunities? If so, how?
  – Do you utilize a 70 / 20 / 10 philosophy in L&D?
  – Do you develop Career Path materials? If so, how?
Talent Acquisition

• **Review Topics**
  – Requisition Management / Job Posting
  – Candidate Management / Sourcing
  – Employee Referral Program / Internal Applicants
  – University Relations
  – Search / Qualify / Interview
  – Offer Management / Onboarding
  – Technology and Reporting
  – Global Mobility

• **Sample Question**
  – Do you use behavioral-based interviews? If so, how?
Succession Planning

• Review Topics
  – Key Position Identification
  – Talent Review Process
  – Key Talent Development
  – Technology and Reporting

• Sample Questions
  – Do you have a formal Talent Review process? If so, how does it work?
  – Do you have a formal definition for a high potential employee? If so, what is it?
Performance Management

• **Review Topics**
  – Goal Setting
  – Employee Performance Evaluation
  – Rewards and Compensation Linkage
  – Technology and Reporting

• **Sample Questions**
  – What is your employee goal setting process?
  – What is the content of your performance review? Is it goal-based? Competency-based? Both?
Rewards and Compensation

• **Review Topics**
  – Total Reward Program Development
  – Salary Reviews and Merit Increases
  – Additional Monetary Components
  – Other Projects / Analyses
  – Technology and Reporting

• **Sample Questions**
  – How are your compensation adjustment activities tied to your performance management activities?
  – What Total Rewards components are reviewed during your compensation adjustment process?
Workforce Planning

• **Review Topics**
  – Supply Analysis
  – Demand Analysis
  – Gap Analysis & Action Planning
  – Technology and Reporting

• **Sample Question**
  – How do you align your workforce planning process to corporate planning / corporate goals?
Current State Review: Outputs

- Current state process narratives
- Detailed future state requirements / identified gaps in the areas of:
  - Process
  - Use of Technology
  - Organization / Delivery Model
Identifying the ITM Gaps
ITM Gap Analysis

• Purpose
  – To assess the gaps between current state and desired future state, and develop a detailed plan to fill those gaps

• Objectives
  – To assess the process, technology and organizational maturity of each TM discipline relative to the future state
  – To develop a three to five year plan to close the gaps between current state and future state

• Method
  – Talent Management Expert analysis, with review and prioritization by TM Leadership
### SAMPLE: Maturity Matrix

<table>
<thead>
<tr>
<th>Process</th>
<th>Technology</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>No standard process for learning needs assessment</td>
<td>No global LMS exists for learning and development planning</td>
<td>Skillsets around learning, development, leadership development and coaching exist throughout the organization</td>
</tr>
<tr>
<td>Competency model needs refreshing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning catalog is not globally competency-based</td>
<td>L&amp;D reporting and analysis is largely manual</td>
<td>Staffing levels are low in L&amp;D globally, resulting in reactive L&amp;D activities and an unsustainable delivery model</td>
</tr>
<tr>
<td>Development Planning processes are applied variably</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Path documentation is variable</td>
<td>L&amp;D inputs and outputs are not integrated with other TM disciplines</td>
<td>Skillsets and delivery models for L&amp;D services vary widely globally</td>
</tr>
<tr>
<td>Knowledge sharing processes are not formalized</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Development selection criteria is variable</td>
<td>No tools exist for formalized knowledge sharing</td>
<td>Philosophy determination and future enhancements may strain current organization</td>
</tr>
<tr>
<td>Overarching philosophy and delivery model for L&amp;D need to be clarified</td>
<td></td>
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</tr>
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### SAMPLE: TM Maturity Map

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Maturity Level</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Process</td>
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<tr>
<td>Talent Development</td>
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<tr>
<td>Performance Management</td>
<td></td>
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<tr>
<td>Workforce Planning</td>
<td></td>
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</tbody>
</table>

**General Notes:**

- Workforce Planning is a significant foundational area for improvement
- Technology platforms need improvement to support an integrated function
- Performance Management process improvements are required to increase return
- Process maturity is acceptable in many areas, but process improvement areas exist
- Lack of consistent competency model skews above results towards red
- Root causes of data integrity issues need to be addressed for future state success
SAMPLE: ITM Project Roadmap

Year 1
- Competency Model Development
- HR Data Optimization
- Competency-Based Job Descriptions
- TM Platform Evaluation

Year 2
- LMS Technology Implementation
- Comp System Implementation
- Integrated Total Comp Focal Process Rollout
- TA Technology Implementation
- Workforce Planning Pilot
- Perf. Mgmt. Process Redesign
- Leadership Development Curriculum

Year 3
- Career Ladder Structure
- Leadership / Mgmt. Assessment
- Global Student Programs
- SP System Implementation
- Candidate Assessment Process
- Performance Management System Implementation
Questions & Answers