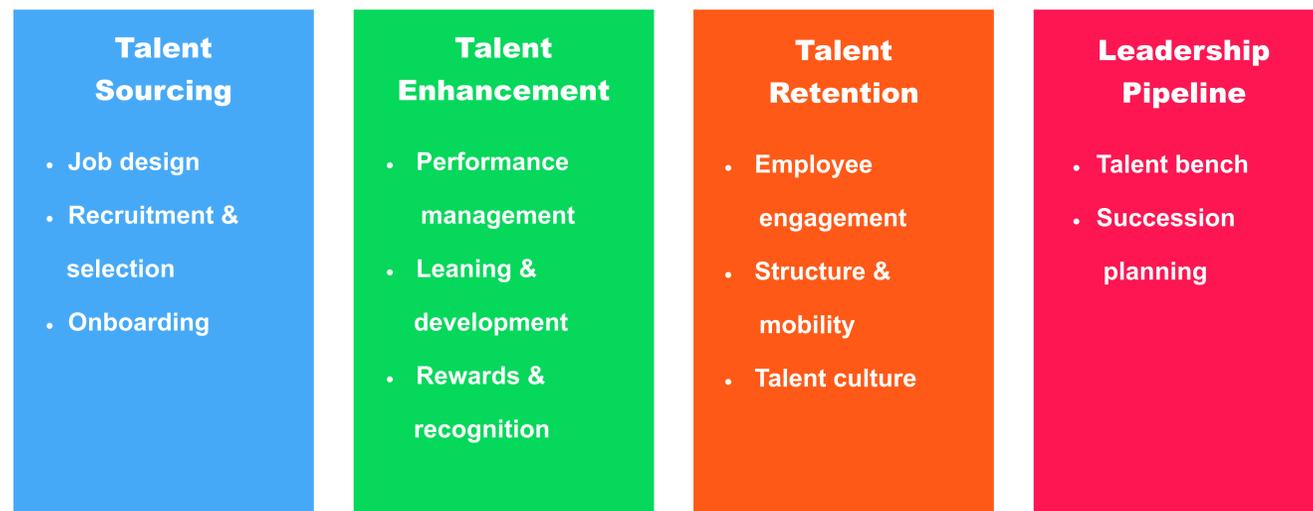


# CRE's Talent Management Framework

Talent management is a key organizational strategy and a mindset that integrates HR practices, processes, and systems; utilizes compelling ways of attracting, developing, and retaining talent; and invests resources and energy in these efforts.

## Integrated Talent Management Practice



## Conditions for Success:

### Mission alignment

talent management strategies that reflect the mission, vision and values of the organization

### Leadership commitment

organizational leadership (board, ED and management team) support and backing of talent management as a key organizational strategy

### Staffing for talent management

a dedicated and trained staff person responsible for talent management beyond basic HR generalist responsibilities

### Understanding of job market

awareness of changing workforce trends such as changing demographics, cultural norms and intergenerational shifts

### Knowledge of competition

mindfulness of who you compete with for talent and to whom you might lose talent

Fundamental among these five conditions for success is **leadership commitment**. Without that commitment, the other conditions will not have as much impact.

## Talent Sourcing

### Job Design

- Integrating tasks and responsibilities into a single unit of work for the achievement of certain objectives; organizing the responsibilities clearly to attract the right candidates
- Strategies:
  - Telecommuting / work from home
  - Job sharing
  - Flexible working hours
  - Alternative work patterns
  - Technostress
  - Task revision

### Recruitment and selection

- Finding, attracting, and hiring the best candidate for a position
- Strategies:
  - Evaluate need
  - Develop position description
  - Develop recruitment plan
  - Select search/hiring committee
  - Post position and implement recruitment plan
  - Review applicants; develop shortlist
  - Conduct interview
  - Select best candidate
  - Make an offer
- Employer branding strategy: the process of promoting an organization as the employer of choice to a target group

### Onboarding

- The process of helping new hires adjust to social and performance aspects of their job quickly and smoothly
- A proactive onboarding approach includes:
  - Compliance
  - Clarification
  - Culture
  - Connection

## Talent Enhancement

### Performance management

- A continuous, sustained process linking performance to goals, rewards, consequences, and staff development
- Strategies:
  - Clarity about goals and expected results
  - Timely feedback
  - A consistent process
  - Developmental support
- Successful performance management leads to staff empowerment and a high performance culture

### Learning and development

- A coherent, career-based strategy for ensuring that staff have the opportunity to learn skills and competencies to perform better in current position as well as prepare for increased future responsibilities
- Strategies:
  - Training programs
  - Cross-functional training
  - Leadership training
  - Developmental planning
  - Apprenticeships/internships
  - Formal coaching
  - Matching employees with "stretch" and/or high-visibility assignments

### Rewards and recognition

- Rewards: tangible, transactional, consumed, economical, impersonal
- Recognition: intangible, relational, experienced, emotional, personal
- Strategies:
  - Employee value proposition includes work content, career, financial (direct and indirect), and affiliation

## Talent Retention

### Employee engagement

- Three themes:
  - Satisfaction with work and pride in organization
  - Extent to which employees enjoy and believe in the work they do
  - Perception that their employer values what they bring to the table
- Measured by:
  - Pride in and satisfaction with employer and role
  - Opportunity to perform well at challenging work
  - Recognition and positive feedback for contributions
  - Personal support from supervisor
  - Effort above and beyond the minimum
  - Understanding the link between one's job and the organization's mission
  - Prospects for future growth and intention to stay with employer

### Structure and mobility

- Talent mobility is the movement of employees from one position to another within an organization — and efficient and cost-effective method of talent deployment
- Results:
  - Avoid costs of turnover, search, hiring time
  - Faster time to contribution due to shorter orientation and less training
  - Sustained institutional knowledge and employee value
- Strategies:
  - Purpose clarity
  - Policy guidelines
  - Process design
  - Platform capability
  - Performance measures

### Talent culture

- The value an organization places on its human assets, as exemplified by its actions and practices
- 5 culture signs:
  - Recruiting: is the process fast, warm, human or slow, bureaucratic, cold?
  - Flexibility: is there flexibility in various aspects of work or does everyone have to "march to the same tune"?
  - Evaluation: are performance reviews an open and collaborative process or a rubber-stamp on a manager's ratings?
  - Communication: is communication with staff about goals, expectations, reviews, and mobility clear and effective or vague and inconsistent?
  - Transparency: is leadership and management transparent or tight-lipped about issues that matter?

## Leadership Pipeline

### Components of an effective leadership pipeline

1. Leverage organizational strategy
2. Implement rigorous performance management system
3. Create a learning culture
4. Create a feedback-rich environment
5. Focus on transitions
6. Build a principle-based organization
7. Focus on significance

from *Building a Leadership Pipeline*, a white paper by Noel Tichy (2014)