DEVELOPING AN INTEGRATED TALENT MANAGEMENT PROGRAM

A Human Resource Management Framework

Newfoundland
Labrador

Public Service Secretariat

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Introduction

Developing an Integrated Talent Management Program will assist Departments in achieving successful organizational outcomes.

T alent management is about more than just attracting and retaining talent. It is also about researching, developing, and implementing a series of human resource (HR) initiatives and looking at how these initiatives fit together to manage the talent available to a Department.
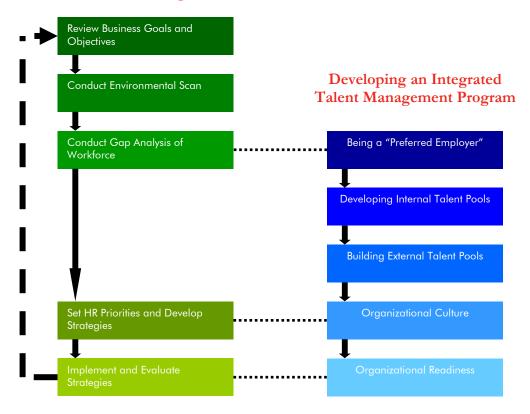
Building and enhancing employee potential will not only benefit employees, it will also support the organization in meeting its goals and objectives while focusing on the provision of excellence in public service.

The development of an Integrated Talent Management Program (ITMP) can be used by departments as a key strategy for addressing a number of critical HR issues in the Newfoundland and Labrador Public Service. Managing an organization's HR and the talent that is available to the organization is both a corporate and a departmental priority.

CRITICAL HR ISSUES
📖 Current competency requirements
📖 Skills gaps
📖 Competitive labour market
📖 Fast-pace changes in work and work environment
📖 Changing needs and interests of current and potential employees

This guide provides departments with some general tools and processes that can be used in developing a department-wide ITMP or one that is specific to a particular occupational group.

Human Resource / Workforce Planning Process

Developing an Integrated Talent Management Program

Human Resource / Workforce Planning Process	Developing an Integrated Talent Management Program
Review Business Goals and Objectives	
Conduct Environmental Scan	
Conduct Gap Analysis of Workforce	Being a "Preferred Employer"
	Developing Internal Talent Pools
	Building External Talent Pools
Set HR Priorities and Develop Strategies	Organizational Culture
Implement and Evaluate Strategies	Organizational Readiness

Managing Talent

Managing talent is about ensuring that the organization has an external talent pool available from which to draw, qualified candidates, while at the same time continuing to build on the existing talent that exists within the organization.

Managing Talent

External Attraction and Recruitment Efforts

Strategies for Building and Enhancing Internal Talent

Being a Preferred Employer

Being a preferred employer is integral to competing for talent. It is necessary for both attracting new hires to the organization and retaining the talent that the organization currently employs. Being an employer that people want to work for is about more than just hitting or exceeding market medium with respect to wages. There are many factors that influence the attraction and retention of workers, in addition to compensation.

While compensation is important to competitiveness, it is often not the single most important factor to employees or potential employees. People want to work for an organization that they are proud to be working for. Other factors that influence a person's decision to accept or remain with an employer are noted in the following text box.
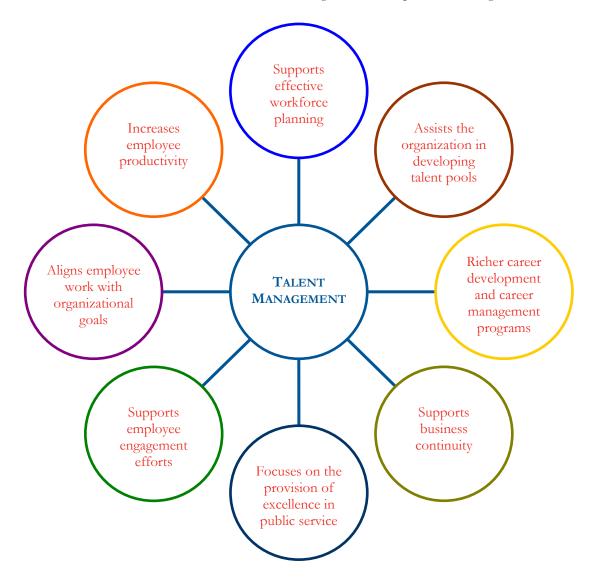
INFLUENCING FACTORS
📖 Support for professional development
📖 Opportunities for career advancement
📖 Having respected and trusted leaders
📖 Ability to direct individual work
📖 Ability to influence organizational initiatives and directions
📖 Flexible work environments
📖 Workplace innovation
📖 Communication
📖 Recognition and respect

In managing talent, an organization must build an attractive employer brand so that the perception of the organization to both potential and existing employees is one of a progressive employer that is focused on achieving organizational priorities and excellence in public service, and recognizes the value of employees to organizational efforts.

Benefits of a Talent Management Program

Organizations that effectively manage their talent provide benefits to the employee and to the clients whom the organization serves.

The outcomes associated with effective talent management are depicted in the figure below.

Foundation for an Integrated Talent Management Program

For an ITMP to work effectively it must be informed by evidence. This evidence needs to be analyzed and strategies then formulated based on the findings. It is important to recognize that no one strategy may be the best, rather a set of strategies (HR bundling) may need to occur to effectively address HR issues.

Gathering and Analyzing the Evidence

Data that is required to determine what strategies may be effective in the management of an organization's talent can be achieved through a number of methods, including, but not limited to:

- Organizational directions, priorities, goals and objectives
- Exit surveys/interviews
- Entry interviews
- Regular employee surveys
- Surveys and qualitative information from students and other potential employees
- Divisional and departmental meetings
- Employee demographics
- Demographics of the external labour market
- Documented attraction and retention difficulties
- Internal departmental scan of culture, leadership, management practices, work environment, decision-making and other business processes and practices
- Documentation gained from recruitment processes

Developing Talent Pools

The organization must continuously be engaged in developing and building talent pools, especially for those professional and technical skills for which there exists a high labour market demand, or where specialized knowledge and skills are required.

Developing a talent pool is essentially building sources of talent available to the organization that can be drawn upon when the need arises. The talent base can be either internal or external, or both, and is developed in an effort to ensure business continuity.

Strategies will differ depending on the type of skill set required, when it is required, and how critical it is in meeting organizational priorities. Strategies to address immediate needs may differ from those that can be established to address future needs. Moreover, organizational priorities continuously shift, so a skill set critical to operations may also change.

STEPS TO CONSIDER
📖 Review position description
📖 Develop competency profiles for critical positions
📖 Assess current competencies available to the Department
📖 Determine whether competencies can be found internally
📖 Develop strategies to address current or immediate needs
📖 Plan for future needs now

Attracting External Talent

Strategies employed in attracting experienced new hires may include building an employer brand that is conducive to attracting top talent. This may mean developing strategies to showcase public service work, especially for those positions that are critical to the current requirements of the organization. In building the employer brand, the organization must also ensure that the work environment and organizational culture supports a positive employee-employer relationship and meets or exceeds employee expectations.

Moreover, developing strategies focused on diversity or immigration, continuing to participate in career fairs and expos that market the organization and public service work, and developing specialized recruitment programs specific to critical occupational groups can also assist the organization in its efforts to attract new and experienced talent to the organization. Success in implementing these strategies will involve the collaboration and cooperation of central agencies and departments.

Building an External Talent Pool

Key to building a talent pool from which to draw upon is to support the development of a long term attachment to the organization. In order to do this, the organization must have effective and supportive leadership that will lay the foundation on which this will occur.

Engaging students in the early stages of their studies is important to building an external pool. Encouraging students to pursue a career in the public service will also assist the organization in building a potential talent base and offer the organization an opportunity to not only begin the development of a long term attachment of the student to the organization, but also develop specific skill sets needed in the public service.

OPPORTUNITIES

- Look for opportunities to create entry-level positions
- Hire students on a temporary basis to assess potential
- Consider working with a post-secondary institute to develop specific skill requirements if they are not readily available in the labour market
- Engage current staff to speak with potential employees – develop an Employee Ambassador Program
- Actively participate in job fairs and career expos
- Participate in student internships and begin training of specialized skills needed within the public service

Strategies to engage students include:

- Student employment
- Part-time employment
- Summer employment
- Organizational support for
    - Co-operative programs
    - Internships
    - Fellowships
    - Bursaries
    - Apprenticeships
    - Seat Purchase Programs
    - Exchange Programs
    - "Career Pathing" – e.g. bring a Co-op student back for 2nd, 3rd and 4th work terms, until point of hire.

Note: Keep your fingers on the pulse… When students are employed with the Department, ask them what they are looking for in an employer. This provides insight into what is important to students in terms of being a preferred employer.

Investment in the Organization's Internal Talent

Building on the organization's existing talent will support the organization's efforts to plan and address critical skill requirements. Furthermore, investing in the organization's current human resources will benefit the employee, which will increase the likelihood of retention and enhance individual and organizational performance.

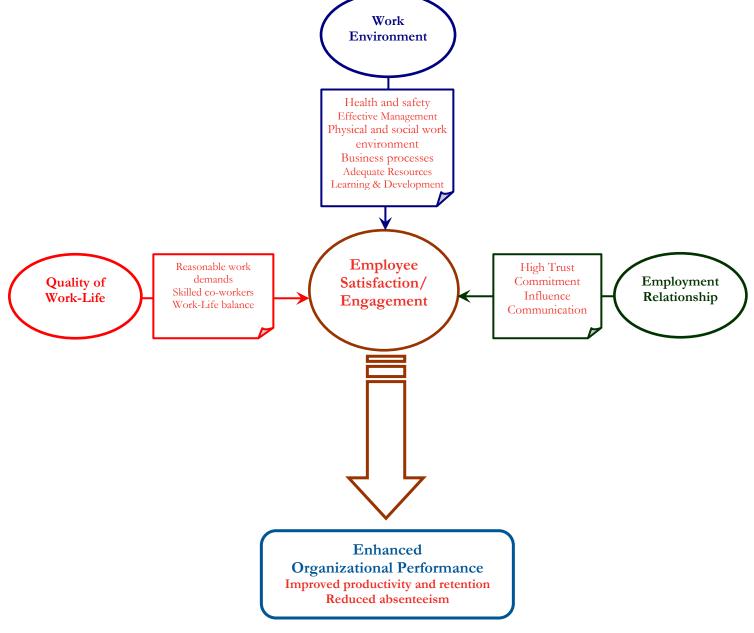With respect to managing internal talent there are three major elements:

1. Professional Development
2. High Potential Development
3. Performance Management

Strategies for enhancing the organization's internal talent		
Professional Development	**High Potential Development**	**Performance Management**
Access to assessment centres and tools Targeted learning and training Educational support programs Mentoring	Career assignment programs (stretch and short-term special assignments) Cross-functional opportunities (involvement in cross-departmental work teams) National and international committee involvement Coaching Support to present work at national and international events Participation in professional organizations Involvement with internal working groups, committees, and communities of practice	Performance enhancement – establish individual goals and priorities Competency assessment Performance feedback Individual learning plan Rewards and recognition Work load analysis (resource management, decrease non-value added work) Supports to work within full scope of practice

Organizational Culture

An important component of managing an organization's talent is developing strategies to improve elements of the organizational culture and the work environment.

Retention and employee satisfaction, and thus, organizational performance is enhanced by a number of factors involving the employment relationship, work environment and quality of work life.

Some questions to consider…

1. What are the organization's values?

2. Does the organization's business processes and culture support these values?

3. Is the organization diverse? (i.e. Does it represent the population it serves?)

4. Is the organization flexible? (i.e. How adaptable is the organization and its people to shifting organizational priorities?)

5. Does the organization value creativity and innovation? If so, how?

6. How effective is the organization's leadership in setting a vision for the department and articulating this vision to staff?

7. What types of management practices and supervisory styles are evident? Given their content, which ones work and which ones do not?

8. How effective are the organization's internal communication methods? (i.e. Do supervisors and managers hold regular staff meetings where organizational priorities are discussed and employee input is encouraged?)

9. What are the business and decision-making processes of the organization?

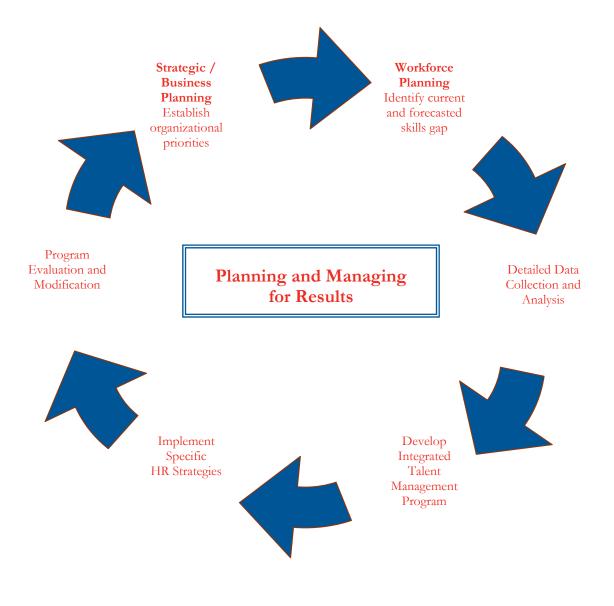# Preparing to Develop an Integrated Talent Management Program

Understanding	Organizational Readiness	Other HR Strategies	Moving Forward
Before starting to develop an ITMP, it is critical that departmental managers / supervisors have a good understanding of what talent management means for the department, and be committed to the process.	How ready is the department to start the development process? Does the department have supporting HR programs available? (e.g. performance management/performance enhancement; individual learning plans; workforce planning) Are departmental employees actively engaged in these programs? How accountable are managers and supervisors for employee development? What is the level of commitment by departmental executives? Does a supportive organizational culture exist? (e.g. flexibility, effective leadership, effective communication processes) How open are departmental managers to change?	Do other strategies need to be developed to support an integrated talent management program? (e.g. diversity strategy, immigration strategy, employer branding, marketing campaigns)	Ensure HR workforce planning is a continuous process. It is often the impetus for developing an ITMP. Workforce planning is also vital in the identification of critical needs and resource requirements, including present skills gaps and forecasted requirements. Collect data from other sources to ensure that the program is informed by evidence. If unreliable/invalid information is used in developing a program, its effectiveness will be limited or non-existent. Develop a project plan with deliverables and engage in continuous evaluation and program modification.

Critical Success Factors

There are numerous critical success factors in developing and implementing an ITMP. Having access to good data, and the critical appraisal and analysis of that data, is essential in developing strategies to address the needs of the organization. Effective and continuous workforce planning is also essential. Moreover, it is the quality of the workplace that is integral to the attraction and retention of top talent. In addition to these factors, the following organizational elements must be present if an ITMP is to be effective:

- Active participation by senior executives
- Alignment of the program with the strategic directions of the organization
- Accountability for the program at the director and supervisory level
- Effective departmental HR management and supports
- Employee input, engagement, and participation
- Continuous evaluation, monitoring, and improvement efforts
- Effective organizational communication of the program

Summary of the Program Development Process

Strategic / Business Planning
Establish organizational priorities

Workforce Planning
Identify current and forecasted skills gap

Planning and Managing for Results

Program Evaluation and Modification

Detailed Data Collection and Analysis

Implement Specific HR Strategies

Develop Integrated Talent Management Program

NOTES