

Talent Management Blueprint



A guide for building a
world-class workforce



Be Brilliant.



Introduction:

A talent management blueprint for building a world-class workforce

More than ever before, research by leading firms such as IDC, HCI and The Hackett Group has been demonstrating the link between mature, integrated talent management processes and organizational success.

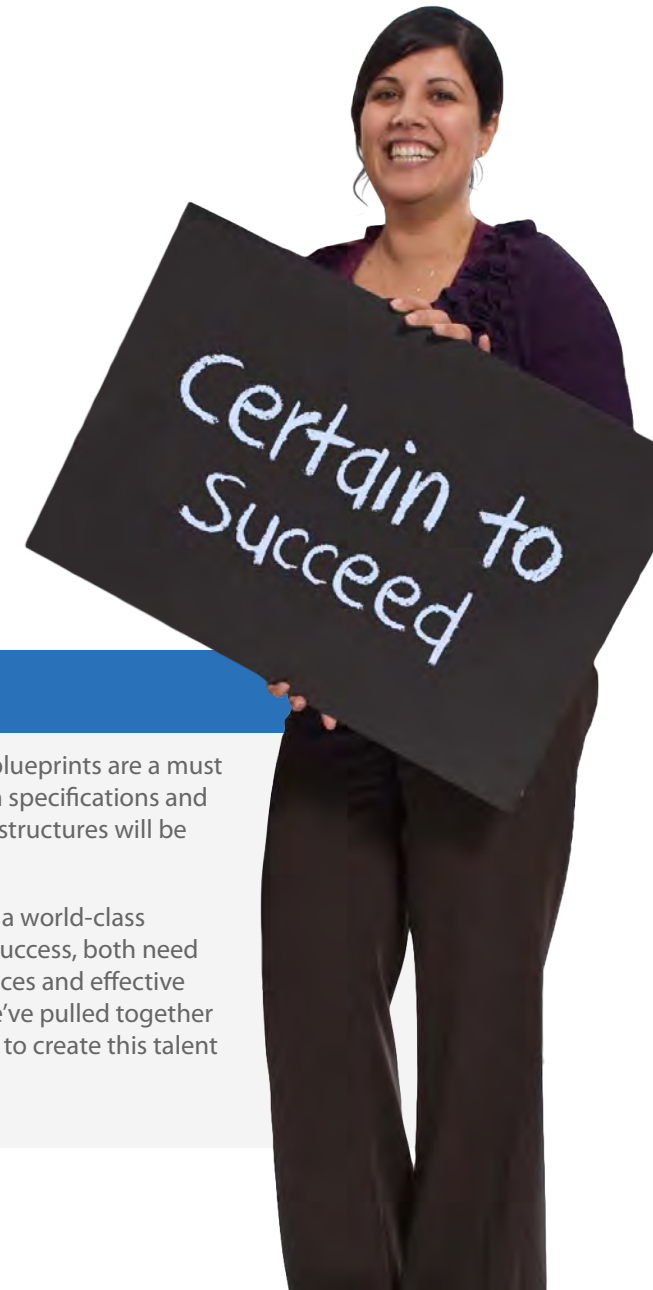
Odds are that you've probably heard the often-used adage (or perhaps a similar phrase), "our people are our most valuable asset." It's a well-worn phrase that's loudly and frequently asserted and, in many cases, truly believed by company leaders — it's just not reflected in their talent management practices. Far too often, organizations simply pay lip service to the expression and fail to understand that it should be firmly entrenched in their culture — through their talent management processes, practices and programs. It's not just an important consideration. It's an imperative.

To truly succeed, organizations must have the strategy, tools and processes that can help them build a world-class workforce that is aligned, inspired and focused on delivering exceptional results. That's where the 10 key components of talent come into the equation.

What's in a blueprint?

In the construction world, architectural blueprints are a must for any building project. Through written specifications and drawings, blueprints communicate how structures will be built.

Building a lasting structure and building a world-class workforce are similar in many ways. For success, both need effective planning, and the skilled resources and effective tools to "get the job done." This is why we've pulled together the information, resources and materials to create this talent management blueprint.





Culture

Talent
AcquisitionPerformance
Management

Communication

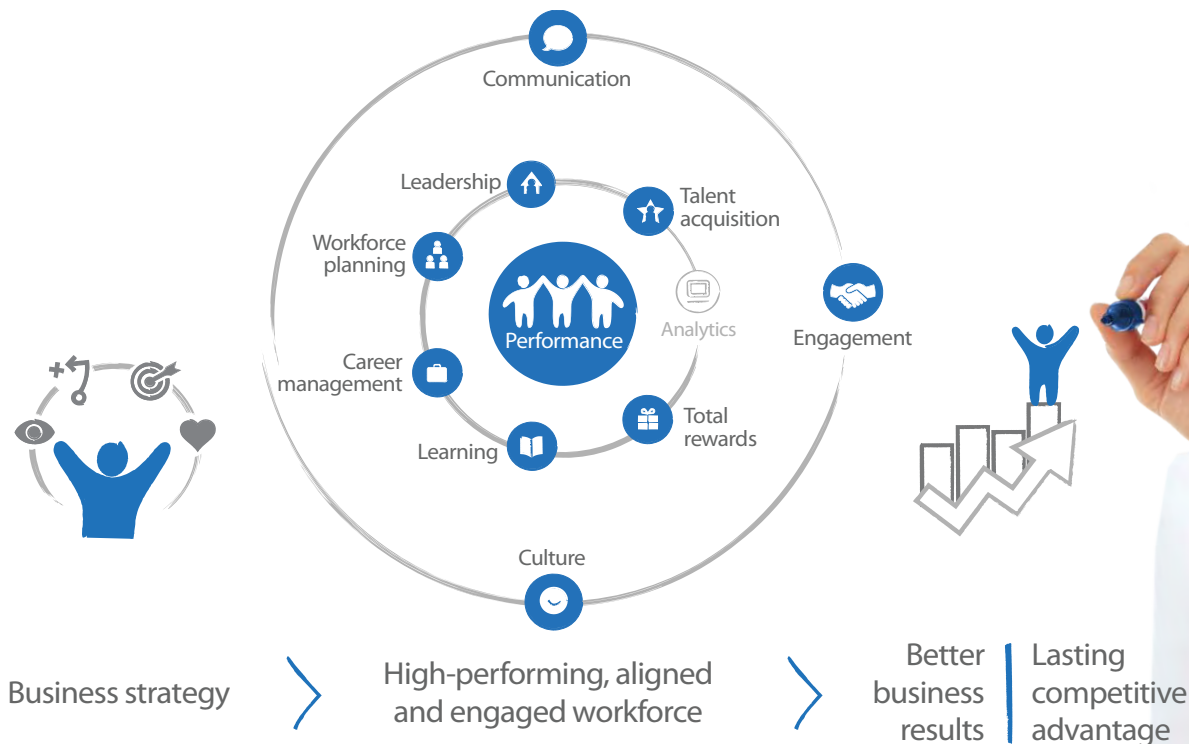
Career
ManagementLearning and
DevelopmentLeadership
DevelopmentTotal
RewardsWorkforce
Planning

Engagement

10 key elements to build a world-class workforce

Not surprisingly, there are many facets to building a world-class workforce. Combined, these facets foster a workforce that delivers growth in business results, and lasting competitive advantage for organizations. In this guide, we've broken these components down into a talent management framework that starts with an intentional corporate culture, which in turn influences the strategy and execution for your organization's:

- Culture
- Talent Acquisition
- Performance Management
- Communication
- Career Management
- Learning And Development
- Leadership Development
- Total Rewards
- Workforce Planning
- Engagement





Culture:

For it to work, it's gotta be intentional

"Culture eats strategy for breakfast."

– Peter Drucker

Every organization has a culture; some are just better than others. Let's take a closer look at why.

Achieving a good workplace culture doesn't happen accidentally. It happens intentionally. It's also worth putting some effort into when you look at returns — increased productivity and innovation, improved employee morale and performance, reduced employee turnover — to name a few. Recognizing the importance of a good culture, many high-performance organizations have implemented talent management programs and activities to set, manage, and monitor their cultures in order to realize these returns and achieve strategic business objectives.





Where to start, where to start...

If you're serious about building an intentional organizational culture, you may be wondering where to start. First and foremost, before you begin any culture-building activities, it's critical that your organization define:

- The desired culture required to enable strategy
- The values to align with culture
- Who you are, and who you are not

If your culture is easy to define, it should be easy to build — right? Of course, your talent management programs should be leveraged to reinforce your culture, including its *mission, vision and values*.

The strategic role of talent management



Your talent management programs can help you explicitly communicate your organizational culture in terms of competencies, and reinforce these at every point in the employee lifecycle.

The employee lifecycle identifies strategic opportunities for HR and management to address many issues related to hiring, compensation, orientation, promotion, discipline, training and succession planning.

Use competencies to reinforce organizational culture

Competencies describe how a job or task is to be performed. For example, how the individual takes initiative, how they communicate and work with others and how they deal with conflicts or challenges. Core competencies apply to every role in the organization, while job-specific competencies apply to a specific role or job family.

By aligning core and job-specific competencies with values, or even better, capturing your organizational values as core competencies, you can communicate and develop these in your employees at every talent management touch point, reinforcing your corporate culture (i.e., recruiting, onboarding, performance management, compensation, learning and development, and succession planning).



Tip: While off-the-shelf competency libraries can help give you ideas and direction, it's important to develop your own, organization-specific list of competencies, definitions and descriptions of the levels of demonstration. You need to describe what a competency looks like in your organization and how it provides you with a competitive advantage.



Additional resources

Explore these expert resources for information on talent management best-practices related to workplace culture.

1. Article: How leaders can impact organizational cultures with their actions and behaviors



In this blog post, popular SHRM author of *The Cultural Fit Factor*, and Fellow at Johns Hopkins University, Liz Pellet, tells us that culture is created by four distinct methods in an organization:

1. The actions and behaviors of leaders
2. What leaders pay attention to
3. What gets rewarded and what gets punished
4. The allocation and attention of resources

Read the full post for case studies highlighting each method of culture creation.

[Read the article »](#)





2. How to attract, retain and repel the right employees



In this three-part HR Bold Thinkers video series, Lizz Pellet explores how organizations can leverage their culture to effectively attract, retain and repel the right employees.

[Watch the video series »](#)

Video 1: Attract the right employees	Lizz shares factors that impact “attracting” the right employees, such as leveraging your corporate vision to actively market your culture and avoiding pitfalls of the recruitment “bait and switch”.
Video 2: Retain the best talent	Lizz explores how to avoid cultural inconsistencies in order to create an employment brand that supports retention; and why talent management programs like year-round performance management, ongoing development and succession planning are critical.
Video 3: Repel those who aren't the right fit	Lizz shares specific examples of organizations that have crystal clear messages about who they are and who they are not, and how their cultural specificity helps preselect employees.

3. Article: 5 ways leaders can cultivate a culture of innovation to shine in today's market



When a company, organization or department cultivates a culture of innovation, bright minds are given the tools to generate and organize ideas, make them useful and take action. What does it really take to cultivate a culture of innovation? This article takes a unique approach to coming up with the answers — looking at influential quotes about creativity and innovation imparted by great leaders and thinkers throughout time.

[Read the article »](#)

4. Article: Using competencies to create the culture your organization needs to succeed



Most organizations want to hire people who not only have the right experience and skill set, but who are also a good “cultural fit” for the organization. If you’re using competencies to evaluate employee performance, develop critical skills, and monitor workforce strengths and potential, you need more than just a basic list of behaviors and skills. You need competencies that help your organization to stand out from the competition. How do you do this? Start by reading this article.

[Read the article »](#)



Culture Worksheet

Ready to define your intentional culture? Begin by defining the values and the purpose of your organization. What do you want your organization to stand for/be known for? Once you identify these, how do you get the best out of your people to achieve this? Focusing on these elements is the first important step to building a differentiated culture and a long-lasting organization.

What are the key values that define your corporate culture? (e.g., mission, vision, values, etc.)

- _____
- _____
- _____

What is your culture NOT? (e.g., a place of mistrust, lack of initiative, personal gain outweighs the achievement of team)

- _____
- _____
- _____

Is this intentional? What elements would you change/ add if you could?

- _____
- _____
- _____



Talent Acquisition:

It's much more than recruiting

"A company should limit its growth based on its ability to attract enough of the right people."

— Jim Collins

In case there's any question, let's be clear, talent acquisition and recruiting aren't the same — even though some organizations do choose to use them interchangeably. Recruiting is actually a subset of talent acquisition, a function that also encompasses: talent acquisition planning and strategy, employment branding, candidate relationship management sourcing, selecting, hiring and onboarding, and metrics and analytics.

Bersin by Deloitte defines talent acquisition "as a strategic approach to attracting, selecting and onboarding top talent to efficiently and effectively meet dynamic business needs."





The beauty of brand in the quest for top talent

Attracting and retaining the right employees can make a significant impact on your organization's financial performance.

A strong employer brand is a competitive differentiator that can help:

- Increase the quantity and quality of recruits
- Lower recruiting costs
- Increase referrals

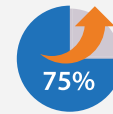
What defines a good brand? It starts with a fundamental component — a well-defined employer value proposition that clearly articulates what employees expect from the organization and what the organization expects from employees. It captures “the give” and “the get.”

Brand alignment is also key to building a strong brand that attracts and retains top talent. This requires HR and marketing departments to work together to develop a fully integrated and aligned employee and customer experience.

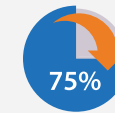
Selecting and screening to get the best fit

Filling a vacant or new position isn't about “seat filling.” Successful talent acquisition is highly contingent upon finding the right person for the right job at the right time. Settling for anything or anyone less can be costly. According to a recent CareerBuilder survey some companies can lose up to \$50,000 by making a single bad hire.¹

According to research from the Aberdeen Group, using pre-hire assessments to align skills, behaviors and styles with company needs, has a direct effect on cost and profitability, including:



75% greater
year over year
improvement in
hiring manager
satisfaction



75% year over
year decrease in
hiring cost



2.5x greater year
over year increase
in profit per full-
time equivalents

Source: Talent Assessment Strategies: A Discussion Guide for Organizational Performance
© 2010 Aberdeen Group

HR and managers must have an understanding of the competencies, behaviors and skills required for the job, the proper tools (e.g., automated assessment tools) and strong interview skills.



Culture and competencies matter

No talent acquisition strategy can be effective or, indeed, complete without taking into account workplace culture and organizational goals. Regardless of how lofty or attainable your strategic business goals, you'll never be able to achieve them without attracting, hiring and retaining the right talent. To ensure that you're successful in your recruitment efforts, you must be able to translate corporate culture and objectives into core or organizational competencies and firmly entrench them in every talent management function — from recruiting and employee performance management to succession planning.

When choosing competencies, identify the abilities that:

- embody or represent your organizational culture
- are required for success or leadership in your industry
- support your organization's strategic goals
- set your organization apart from the competition

In general, it's best to identify the four to six most important core competencies for your organization. A larger number of competencies will be difficult to cultivate and will dilute your efforts. For each competency, create a short description, examples of the behavior, descriptions of the levels of mastery, and suggested learning activities to increase mastery.

You've hired your dream candidate — now it's time for onboarding

Effective onboarding is a critical component of any successful talent acquisition strategy. It should be viewed as an engagement and developmental experience for the employee and organization, not as an administrative burden. According to research, organizations with formal onboarding programs report that employees are 68 percent more likely to be with the organization after three years. Couple this with the cost of replacing a good employee, and the numbers become even scarier. For example, the cost to replace a worker as a percentage of annual salary can be as high as 150 percent — depending on the position.

4 tips for making talent acquisition more effective



Ensure the talent acquisition team is **kept up to date on emerging competencies** and how they relate to the evolving direction of the enterprise. This is critical for keeping job descriptions current and reflective of the role.



Provide the talent acquisition team with the ability to **search and evaluate the employee base** by performance rating, past experience, and career aspirations.



Ensure the hiring manager is **familiar with the software that supports the recruiting cycle**. This enables the recruiter and the hiring manager to engage efficiently and effectively.



Make the recruiting process and onboarding processes seamless for employees. This promotes the employment brand, and helps to collect a complete talent picture of the new employee. This information can serve assignment and promotion experiences later.



Additional resources

Check out these expert resources for information on talent management best-practices related to strategic talent acquisition.

1. Best-practices for recruitment: How to attract, retain and repel the right employees



In this three-part HR Bold Thinkers video series, Lizz Pellet explores how organizations can leverage their culture to effectively attract, retain and repel the right employees.

[Watch the video series »](#)

3. Article: You have '140 characters' to build your employer brand: A Millennial's guide to social recruiting



In this article, a newly hired twenty-something shares her views on the importance of building a strong employer and personal brand, and why this matters to both organizations and Millennials.

[Read the article »](#)

2. White paper: Strategic Talent Acquisition



Talent acquisition is an aspirational phrase that means a recruiting function that is operating at the highest competitive level and in a manner that is aligned with a company's business strategy. This white paper examines strategic talent acquisition and how it is enabled by the integrated talent management platform.

[Read the white paper »](#)

4. Article: Addressing your CEO's top priorities: Building an effective talent pipeline



Organizations are struggling to grow, in part because of an inability to attract and retain the skilled talent they need. So how does your organization build a talent pipeline that's impervious to economic impacts, internal challenges, and competitors' moves? In this article, HR thought leaders and seasoned HR experts working in effective organizations share best practices for closing the talent gap.

[Read the article »](#)



Worksheet

Rate your organization on the following 1-to-5 scale

1 – Strongly disagree | 2 – Disagree | 3 – Neither agree nor disagree | 4 – Agree | 5 – Strongly agree

Our talent acquisition team is very familiar with the organization's performance based competencies	1	2	3	4	5
Our talent acquisition team and hiring managers leverage employee talent records to assess potential for internal candidates to fill positions	1	2	3	4	5
Hiring managers actively collaborate with our recruiting team via talent acquisition/applicant tracking tools to ensure a smooth hiring process	1	2	3	4	5
We measure onboarding effectiveness and quality of hire based on performance on the job	1	2	3	4	5
We have an effective talent pipeline	1	2	3	4	5



Performance Management:

Not just a once-a-year thing

Employee performance management represents all of the processes that managers use to effectively lead, manage, develop, reward and assess employees.

Performance management isn't just about rating employee performance in an annual review once a year. A winning performance management strategy includes processes that focus on aligning the organization's workforce, improving employee performance, supporting employee development and driving better business results all year round. If it's NOT an ongoing, iterative process — it simply won't deliver the desired outcomes.

Yet, despite this current wisdom, results from a WorldatWork survey tell us that 58 percent of organizations rated their performance management systems as "C Grade or below."¹ That's barely making the grade. So, what's the problem?





From the many materials we've looked at, there appear to be five key components of truly effective performance management.

The Big 5



**Strong direct
manager
capability**

The "strong" direct manager provides a lot of one-on-one dialogue, coaching and candid feedback. He or she supports employees in every facet of their job.



**Goal
management
and alignment**

Leaders clearly communicate organizational goals to employees, ensuring they understand where the organization is headed, the steps required to get there and how their role contributes to that effort.²

Goals are monitored, and regularly reviewed and revised to reflect changing organizational goals.



**Robust
competency
model and
assessment**

A strong competency model helps to define workplace culture and the skills that are unique and critical to your organization. It also ensures a more consistent and fairer employee performance appraisal process.



**Training and
development
opportunities**

Your performance management process should help your employees develop and improve, so they can be successful, continually improve their performance, and increase their knowledge, skills, experience and capabilities.



**Multi-source
feedback**

As part of the performance appraisal process, multi-source or 360-degree feedback helps make feedback and ratings broader and fairer, and helps managers and employees better identify areas for development.

² Watson Wyatt WorkUSA Survey 2008-2009



The goods on goal management and alignment

Effective goal management is essential for ensuring that individual and organizational performance stay on track. While most organizations go through the motions of setting goals, too often they lack alignment, clarity and a means by which they can be measured. Effective goal management is about getting every employee to use and develop their talents, skills and experience to help your organization meet its overarching goals.

That's where the organization-centric goal alignment comes in. In this model:

1. Objectives are defined first for the company.
2. Goals are then broken down across the organizational hierarchy, with goals cascading down three or four levels via business units and departments setting goals in alignment with those of the organization.
3. Employee goals are then linked to these organizational objectives.

Goal alignment helps to ensure that everyone's individual contributions move the organization in the right direction — forward into the future.

4 few tips for goal management success



Tip 1: Make goal management an integral part of your culture

For goal management to truly work, it must be ingrained in your workplace culture so every individual is focused on the success of the organization and is accountable for the role they play in that success. Some ways you can do this are by:

- Making the *big picture* organizational goals visible to everyone
- Encouraging all employees to link their individual goals to higher-level goals
- Regularly monitoring and communicating goal status



Tip 2: Make goal management an ongoing process

Effective goal management requires frequent and regular communications, meetings and dialogue between employees and managers. The process should include feedback and coaching, prioritizing, and employee development and career planning. This ongoing dialogue helps to ensure that individual and organizational performance stay on track. It also ensures that everyone adjusts their goals as needed to keep pace with evolving business and market requirements.



Tip 3: Set SMART goals

In order to engage employees and foster accountability, organizations need to have managers and their employees develop SMART goals — specific, measurable, achievable, relevant/realistic and time-bound. When managers and employees work together to establish SMART goals, it helps take the subjectivity out of goal setting, and ensures they have a shared set of expectations.



Tip 4: Monitor goal progress

Setting goals and forgetting about them, isn't a best-practice. Implement practices to ensure managers regularly check in on the status of employee goals. This provides an opportunity to identify development needs and adjust goals that are no longer SMART or aligned with organizational goals. It also drives up accountability by reminding every employee that what they do is important.



Competencies count

Where goals or objectives describe “what” you want an employee to accomplish, competencies describe “how” you want them accomplished. Cultivating and managing competencies is essential for fostering employee performance. It’s also a great way to define and strengthen your organizational culture and your competitive differentiators.

To create a competency framework for your company and for each role in your organization, begin by identifying the key abilities required to improve performance and achieve success.

When choosing core or organizational competencies, identify the abilities that:

- embody or represent your organizational culture
- are required for success or leadership in your industry
- support your organization’s strategic goals
- set your organization apart from the competition

After choosing between four to six competencies (no more than six), create:

- a short description of the competency
- examples of the behavior to provide clarity
- descriptions of the levels of mastery
- suggested learning activities to help increase mastery

Once the above have been created, it’s critical that you train your managers and employees on what the different levels of mastery mean, and what meets vs. exceeds looks like.

The undeniable importance of coaching

There’s evidence that a strong coaching culture can lead to better business results. Similar to a coach of a sports team, an effective workplace coach will set standards, listen, understand team member needs, provide ongoing feedback and, when required, offer up personal support to help individuals improve or boost their performance.

Research shows organizations with excellent cultural support for coaching had a 75 percent higher rating for talent management results than those with no or weak support for coaching. Further, they had 13 percent stronger business results and 39 percent stronger employee results.³

Companies with managers who help employees get their job done, provide candid feedback, help people advance, communicate what’s going on and enable them to make decisions on their own... have higher performance and productivity, more employee engagement and less attrition.



75% higher rating for
talent management
results



13% stronger
business results



39% stronger
employee results

Estimating the return on performance management investment

One very powerful way your HR team can justify the purchase of employee performance management and talent management software is to estimate the return on investment of such a purchase. [Learn how.](#)



Additional resources

Read on for valuable resources that can help you to build a performance management culture in your organization.

1. Employee performance management: A step-by-step guide to best practices



Download this complimentary ebook to learn how to implement an employee performance management process and/or enhance your current practices. The book is packed with useful tips, best practices, and hands-on worksheets that walk you through implementing a best-practice performance management process.

[Download this complimentary ebook »](#)

2. Center of Excellence: Best-practice performance management processes



This is your one-stop destination, for more than 25 expert resources on performance management. Choose from reference articles, on-demand webinars, white papers, success stories and more.

[Go to this Center of Excellence »](#)

3. Center of Excellence: Best-practice goal management



Check out this Center of Excellence for valuable resources to help your organization become masterful at goal management.

[Go to this Center of Excellence »](#)

4. Center of Excellence on competency management



At this Center of Excellence, learn the basics, including how to develop a competency framework and how to cultivate competencies as a competitive differentiator.

[Go to this Center of Excellence »](#)

5. Article: Getting managers on board with talent management



Why do so many managers find giving feedback and managing employee performance challenging, and what can you do about it? Start by reading this article.

[Read the article »](#)



Communication:

Hey, we need to talk

"How we gain our employees' attention is as important as what we communicate and the clarity with which it is communicated. The more clear, concise, and compelling our communication systems are, the more likely we are to be able to drive our goals forward"

– Employee Engagement, A Roadmap for Creating Profits...,
Brad Federman, 2009

In the words of George Bernard Shaw, "The single biggest problem in communication is the illusion that it's taken place." Far too often, that's the case within organizations that think they're doing a great job on the communication side, when they're not. This disconnect can lead to some costly repercussions, including a negative work culture, lower employee productivity and retention issues.





Although good communication won't necessarily guarantee better results in terms of engagement, lower turnover and better business results, it certainly helps influence their respective outcomes. WorkUSA data tells us that "effective communication from senior management directly connects employees to the purpose of the organization, creating a sense of collective resolve that helps accelerate progress toward goals."

And yet, many organizations are still falling short...



Nearly one-third of employees think their managers fail to effectively communicate goals



One-third say they lack the authority to carry out their jobs effectively



40% say they don't receive regular, clear feedback on their performance from their manager

Yes, you CAN get there from here — if you communicate

When everyone knows where they're going there's a much higher likelihood that they'll get there. Managers and leaders who recognize the importance of communication and are effective at conveying organizational goals, values and vision clearly, demonstrate the organization's commitment to keep employees aware of and involved in the company's future success. From a bottom-up communication perspective, leaders and managers who take the time and make the effort to listen to employees' concerns, ideas and suggestions, can drive higher employee engagement, productivity and innovation.

The benefits of effective communications

Loyalty and engagement – The communication methods your organization uses can be leveraged to instill trust in the organization. Clear, honest and consistent communication cultivates employee loyalty because it demonstrates to employees that the organization respects them as contributors to the company's overall success. When employees have accessibility to information that is critical for their jobs and performance, it helps influence their willingness to contribute and perform to the best of their ability.



The top two factors contributing to an increase of employee engagement within organizations are individual supervisors (85%) and amount of employee communication (81%).

(IABC Research Foundation/Buck Consultant, Employee Engagement Survey, 2011)

Bottom-line results – A Watson Wyatt communication ROI study found that companies with the most effective employee communication programs provided 91 percent "total returns to shareholders," compared with 62 percent for firms that communicated least effectively. The study quantified just how much: A significant improvement in communication effectiveness is associated with a 15.7 percent increase in market value.



Companies with the most effective employee communication have 48% higher shareholder returns over the last five years.

(Towers Watson, Communication ROI Study, 2011)



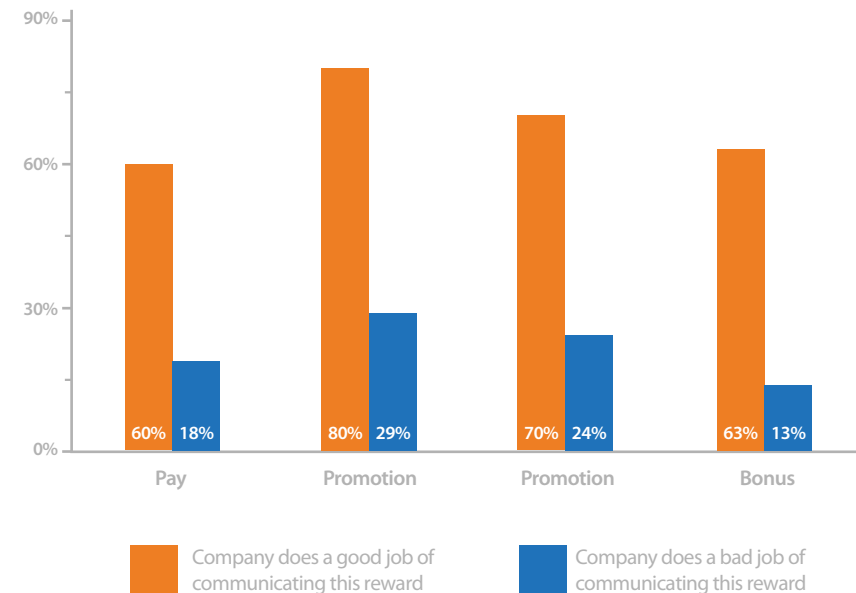
Tips for successful communication

Within your organization, you should:

1. **Be consistent** in your communication practices, including email messages, intranet postings, staff and one-on-one meetings, and executive communications.
2. **Encourage two-way communication** that gives employees, not only management, an opportunity to be heard and provide feedback, for example, weekly one-on-one meetings between managers and employees.
3. Ensure company leaders provide everyone across the organization with a **clear understanding of strategy**, where the company is going and how they are contributing to the achievement of that strategy.
4. **Communicate frequently** to employees about all areas of talent management, including rewards and recognition programs, compensation strategies, learning and development initiatives, and high-potential employee and succession programs.
5. **Review your communication strategy on a regular basis**, to see if it is meeting the needs of the organization and the employees. One effective way to do this is to ask questions about communication as part of a regular employee survey.

Some research to prove the point

Employee perceptions of rewards are more favorable when the company does a good job of communication the value of rewards.



Source: Institute for Corporate Productivity



Additional resources

Read on for excellent resources on employee performance, engagement and communications.

1. HR BOLD THINKERS Series: Best practices in giving effective employee feedback



In this five-part video series, seasoned HR professional and performance management expert Jamie Resker shares her simple model for requesting and giving effective feedback. By following her advice, managers and employees can take the dread out of performance conversations.

[Watch the video series »](#)

Video 1:	Identifying “one thing” that leads to better performance and effectiveness
Video 2:	10-minute performance feedback conversations
Video 3:	Requesting helpful event-driven feedback
Video 4:	How often should you give feedback?
Video 5:	Managing performance all year round

2. Center of Excellence: Performance training for managers



This is your one-stop destination for dozens of expert resources. Choose from reference articles, on-demand webinars, white papers, success stories and more.

[Go to the Center of Excellence »](#)

3. Article: Employee feedback examples: The good, the bad and the ugly, and how to give effective feedback



The purpose of giving feedback should be to begin a dialogue so both parties come to greater shared understanding, where, as a starting point you communicate: your understanding/ interpretation of a situation or circumstances, your expectations and your appreciation (if appropriate). In this article, you'll learn tips for giving effective feedback.

[Read the article »](#)



A communication checklist

Does your organization have channels in place to communicate?

<input type="checkbox"/>	Feedback processes
<input type="checkbox"/>	Pay philosophy
<input type="checkbox"/>	Rating scales
<input type="checkbox"/>	High-potential employee programs
<input type="checkbox"/>	Development opportunities



Career Management:

Good for employees, great for retention

"Career management is an employee's progression through a logical sequence of jobs requiring the development of new skill sets that are gained through advanced or diverse assignments."

— Bersin, The Talent Management Framework, May 2010

The last thing you're likely to hear when you ask a highly engaged employee if they like their job is, "What can I say, it's a livin,'" or, "It pays the bills."

Highly-engaged employees view their jobs as more than "it's a livin'." They have ongoing career development discussions with their supervisors, are aware of possible career paths and understand what they need to do to get there. They're interested in a career, not simply a job. According to Bersin, "When done well, career management is a collaborative process that meets the needs of the business."¹





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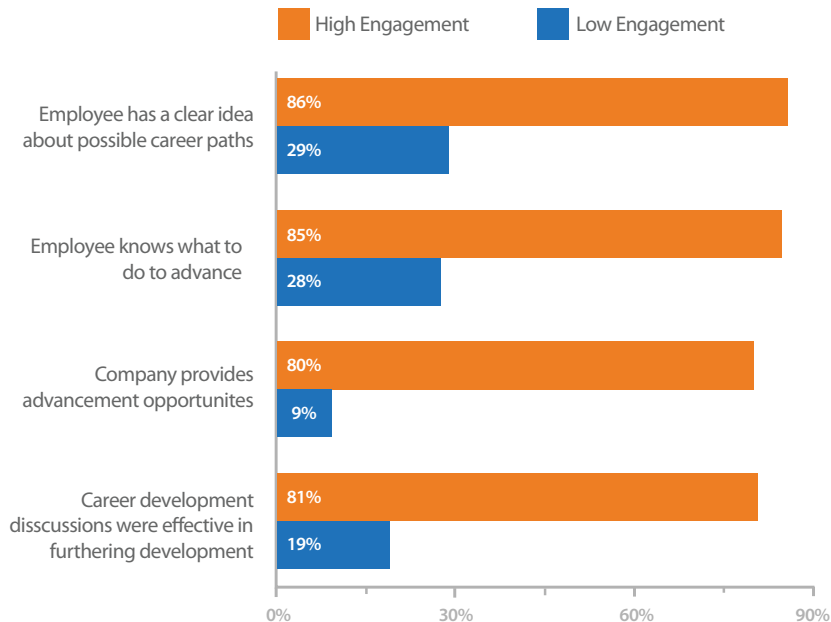
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Highly-engaged vs. low-engaged — BIG difference

Research demonstrates that there's a clear link between organizations that have strong career management components and engagement:

- High-engagement employees perceive that the company offers more opportunities for advancement. They know what career paths are open to them, and they know what they need to do to advance.
- For mid-career employees — those with five to 20 years of tenure — effective career development discussions have a greater impact than promotion on engagement.
- For high-engagement employees, career development discussion takes place with the supervisor and with the employee's network of contacts within the company. For low-engagement employees, it occurs on the Internet and with other sources outside the company.



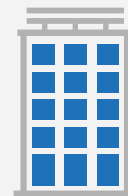
It begins with having the right focus

Career management isn't just about evaluating job performance based on the organization's needs. Effective career management focuses on aligning employees' strengths, skills and knowledge to achieve individual goals and organizational goals. Organizations that are committed to best-practices career management recognize that employees expect more from their employer than just a job — they want to develop and build skills through experiences and options that enable them to advance in their careers. It's this focus on the employee, and exploring and creating choice that makes career management an effective strategy for keeping your top talent.



Employees' perspective

- Frustration at being "stalled" in current role
- Feelings of not being valued by the organization



Organization's perspective

- Shortage of suitable employees to fill vacant positions
- Lower employee engagement and motivation
- Higher employee turnover rates



Roles and responsibilities in best-practice career management

Successful career management comes down to a three-way partnership between the employee, the manager and the organization. While the bulk of the responsibility for career development should rest firmly with the employee, managers and HR have important roles to play too.



Employee

Role: Be proactive about and take accountability for their career development and progression.

- Be clear about how they would like to grow professionally.
- Know what knowledge, skills, training, education and experience they want and need to develop.
- Actively seek opportunities for professional and career development in the organization or through external learning resources.
- Ask manager for feedback and guidance.



Manager

Role: Provide support and encourage employees to take ownership of their own performance and development.

- Hold regular career coaching conversations to ask employees about their career aspirations, provide feedback and advice.
- Ensure employees have well-defined job descriptions and understand the skills and competencies they must develop in order to progress up the career ladder.
- Give employees the time and flexibility they need to complete learning and development activities.

HR/
Organization

Role: Support career development while ensuring initiatives also align with organizational goals.

- Support CAREER DEVELOPMENT and progression through WORKSHOPS and seminars.
- Implement job posting system and tuition reimbursement programs.
- Provide training to all executives, managers and employees on the career development process and their responsibilities.
- Provide managers with regular training on how to coach and develop their employees.

Employee: Should take responsibility for their own professional and career development

- Be clear about how they would like to grow professionally.
- Know what knowledge, skills and experience they want and need to develop.
- Actively seek opportunities for professional and career development, both in the organization or through external learning resources.

Managers: Should regularly ask employees about their career aspirations and help them identify areas they may wish to improve or develop, as well as resources available.



Tips for effective career management

It almost goes without saying (but we'll say it anyway) that employees feel valued when their employer is interested in retaining them and committed to investing in their future. Here are some tips for reinforcing that commitment.



Make career progression part of the performance management process — not just at annual appraisal time but frequently throughout the year (e.g., one-on-one meetings between managers and employees).



Ensure employees are aware of current and potential opportunities in your organization (i.e., don't let them find out through the grapevine).



Give them the tools they need. Provide employees with the processes, information and tools to support them in their career planning and development (e.g., self-assessment tools; clear and visible competency profiles).



Encourage cross-training within the organization so employees can broaden their skills and knowledge, and “get a feel” for other roles in the company.



Offer career-related workshops and services to employees so they can explore “where they want to go from here.”

Additional resources

Read on for excellent resources related to career management.

1. Motivation Self-Assessment Worksheet



This Motivation Self-Assessment Worksheet (PDF) developed by The Anderson Leadership Group is great jumping off point that can help spark a discussion on motivation and career. Employees can complete the worksheet to help identify their motivators: whether it's the need for achievement, affiliation, autonomy, intellectual stimulation, power or security/comfort. Once they've compared each of these needs and ranked them from one to six, they can discuss the results with their managers.

[Get the PDF worksheet »](#)

2. Article: Addition by Subtraction: The Art of Career Management



In an employment context, you might think that “addition by subtraction” has a rather ominous sound to it. But it can actually be a good thing. In this article, learn about why it can be good for your organization to be an “exporter of talent.”

[Read this article »](#)

3. Career Management Blog Posts



Read these great blog posts on a variety of aspects of career management. You'll find everything from best practices for the company's career management process, to great tips for your employees.

[Check out the blog posts »](#)



Career Management Worksheet

Take a few minutes to rate your organization's commitment to career management initiatives.

Rate your organization on the following 1-to-5 scale

1 – Strongly disagree | 2 – Disagree | 3 – Neither agree nor disagree | 4 – Agree | 5 – Strongly agree

Career paths are well established internally and employees understand what is required to move between careers	1	2	3	4	5
We actively promote talent mobility	1	2	3	4	5
We use employee/talent profiles to actively source talent	1	2	3	4	5



Learning & Development:

Want results? Build a strong learning culture.

"High-performing organizations – those that are better at driving financial performance, market share and customer satisfaction – also happen to be extraordinarily more effective at managing the learning function than their low-performing counterparts."

– I4cp: The Best Get Better: Critical Human Capital Issues of 2012

How committed is your organization to learning and development for employees? If the answer is "not very" or "don't know," you could be in trouble. Research shows, that employee learning and development can help organizations:

- build alignment increase employee morale, engagement, productivity and retention
- preserve organizational memory/knowledge
- establish domain expertise and maintain a competitive advantage

High-performing companies report that they are at least twice as effective on nearly a dozen dimensions of learning, talent management and organizational development, than are low-performing companies.¹





What is a learning culture?

"The collective set of organizational values, conventions, processes and practices that influence and encourage individuals and the organization to continuously increase knowledge, competence and performance."



Learning and development programs: the secret to success

According to research by Bersin by Deloitte, organizations with a strong learning culture significantly outperform their peers...²



46% more likely to be
strong innovators in
their markets



34% more likely to
get to market before
their competitors



18% more likely
to currently be a
market-share leader
in one or more of
their markets



33% more likely
to report higher
customer satisfaction
than other
organizations



39% more likely
to report success
implementing
customer suggestions



58% more likely
to be successful at
developing the skills
needed for meeting
future customer
demand

² Bersin by Deloitte, [New Research Shows Companies Can Positively Impact Bottom-Line Business Results with Five Specific Practices To Encourage Employee Empowerment and Knowledge Sharing](#)



Culture

Talent
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Communication

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Four considerations for L&D

Employees now view their relationship with employers as a partnership and they expect the organization to commit to developing and enriching their skills and experiences — making them more employable. That said, what can your organization be doing to reinforce its commitment to learning and development?



Diagnose
development needs

Your first step is to identify the gaps (i.e., knowledge, skill, value/mindset or personality/intelligence). Why does performance need to be improved in these areas? For example, is it because the employee doesn't have the knowledge and information they need? Is it because they don't know how? Is it because their values or mindset are not aligned with those of your company? As soon as your organization has a framework for diagnosing development needs, and the appropriate tactics have been assigned, you can consider how best to ensure that the learning is applied and consistently demonstrated.

Critical point: Ensure that you're considering the employee's learning needs in the context of your organizational goals. Do the needs identified, and the development planned support the strategic business goals of your company?



Assign learning
and development
activities

Once you've identified "gaps," provide your employees and managers with the tools, training and development, and resources they need to perform to the best of their abilities. What's important is to understand here is how your employees learn best, and then look for training activities that cater to their preferred learning style. One of the common models breaks out four styles: auditory (learn by hearing), visual (learn by looking), reading/writing-preference (learn by reading and writing), and kinesthetic (learn by doing). When looking at learning tasks, consider a mix of formal and informal learning activities, including: e-learning, books, training programs, conferences, seminars, college courses, mentoring programs and stretch assignments.



Support continuous
learning

If your organization expects to compete in today's fast-paced economy, a commitment to continuous learning is a must. Continuous learning ensures that your employees are continually developing and improving their skills and knowledge — and keeping current with market and organizational changes. Training and development strategies should support "a never stop learning" culture through tactics and techniques such as coaching, on-the-job training, training transfer among employees.



Measure training
effectiveness

Traditionally, organizations have measured the effectiveness of training with pre- and post testing, or "training satisfaction" surveys that ask the employee if they think they'll apply the things they've learned to their job. While these can certainly give some indication of what an employee has absorbed and retained from training, they don't really tell us if the training has had an effect on their on-the-job performance. For a more accurate picture of effectiveness, consider tying employee's development activities to the performance of a specific competency or goal. Then review the employees' performance ratings before and after. There should be a correlative improvement in performance review scores.



Additional resources

Read on for excellent resources on learning and development.

1. Center of Excellence: Employee development best-practices



This is your one-stop destination, for more than 20 expert resources related to learning and development. Choose from reference articles, on-demand webinars, white papers, success stories and more.

[Go to the Center of Excellence »](#)

2. Article: Practical ways to foster development on-the-job



How can managers and organizations foster on-the-job learning that broadens or deepens employees' knowledge, skills, abilities and experience? Read this article to find out.

[Read the article »](#)

3. Case study: North Carolina bank aligns learning and performance for improved efficiencies



Read how North Carolina-based Bank of Oak Ridge created a corporate culture focused on learning, development and sustained high performance, that's enabling it to deliver innovative services and products to clients.

[Read the case study »](#)

4. White paper: Learning puts the heart in the talent management



From a leading industry analyst firm with deep learning and talent management expertise, this white paper shares how learning is a key element for motivating, engaging, and developing talent.

[Read the white paper »](#)

5. Article: The unwritten first step to ensure training transfer: diagnosing development



How can you ensure the transfer of learning from formal and informal training and development to improve employee performance on the job? Read this post to find out.

[Read the article »](#)



Learning and development worksheet

To help you gauge your current maturity level with respect to employee development, and put plans in place to evolve your programs to increase their impact and value, we've put together an Employee Development Program Maturity Scale.

Employee Development Program Maturity Scale

No formal employee development planning or budget. Any development planning is left to the discretion of individual managers.

Managers are assigned a budget for employee development (\$ per head).

Appraisal forms include a general section for recording development plans.

Appraisal forms provide a space for optional development plans after each competency that link the development activity to performance of the competency.

Appraisal forms provide a space for general professional or career development, or development required to support the accomplishment of goals.

Organization has catalog of available training activities that is accessible to managers and employees.

Organization has a catalog of available learning activities that include a variety of learning media and delivery mechanisms (e-learning, classroom training, podcasts, reading materials, job aids, on-the-job training opportunities, etc.)

Every learning activity in the organization's learning catalog is mapped to the specific competencies they help develop.

Organization has learning paths or curricula that include a progression of learning activities designed to develop a particular skill of competency.

Organization has learning paths or curricula designed to assist specific employees or groups of employees acquire required skills or experience (onboarding learning paths, sales learning path, customer service learning path, management learning path, etc.)

Organization has learning activities or curricula designed to promote effective and progressive performance for a particular role or job description.

Organization has learning activities or curricula designed to assist in achieving corporate goals/strategy.

Organization has learning activities or curricula designed to assist in addressing succession requirements.

Organization aggregates and analyzes employee development plans, looks for patterns or trends, and puts programs in place to address these.

Organization analyzes employee performance ratings on competencies, talent assessment results, as well as organizational goals to identify organizational or group training needs, and puts programs in place to address these.

Ad Hoc



Tactical



Strategic



Leadership Development:

Great leaders attract and retain great talent

"Leadership development is not just about developing leaders — it is about creating a culture of accountability and performance."

— High Impact Leadership Development – Bersin by Deloitte



In today's economic climate, leaders and managers face many challenges — a rapidly changing workforce, globalization, technological advances — to name a few. They must focus on keeping up with the pace of change, or risk having a workforce that is ill-equipped to meet the leadership challenges ahead.



Culture

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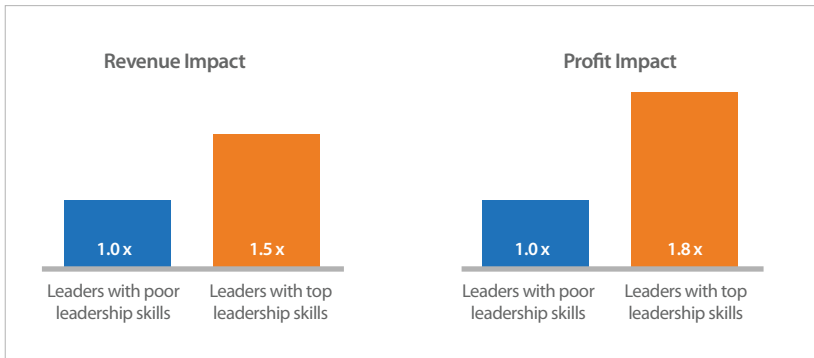
Engagement

Seriously, who doesn't want to work for a great leader?

Good management and leadership are fundamental to the success of any organization. Great leaders have the power to inspire, motivate and get the best out of their employees, achieving organizational goals quicker and more effectively, which results in higher company performance and positive business outcomes.

A group of talented individuals doesn't necessarily translate into a high-performing team or company. High performance requires skillful leadership. After all, it's the leaders who create the environment in which talent will either thrive or not.

A Corporate Leadership Council survey underscores the importance of top leadership skills in driving significantly better business results.



Source: Designing a Best-in-Class Leadership Strategy, Corporate Leadership Council, 2010

Roadmap to an effective leadership development strategy

According to Bersin by Deloitte, "Great leaders attract, hire and inspire great people. Leadership development creates a magnet for high-performers and fosters a high-performance organization. This is why the organizations that are *built to last* have strong histories of leadership development."

Research by Bersin shows top organizations take four critical steps to build an effective leadership development strategy.¹



1

Align leadership development to company values and business goals.



2

Create development architectures for all leader levels.



3

Define a delivery strategy that leverages targeted solutions.



4

Define evaluation and accountability standards.



Putting the “success” in succession planning



Succession planning is not only about determining who will lead your organization into the future. It's about identifying which key positions are at risk and then developing pools of talent that are ready to be drawn from at any time for any reason. Executive succession plans are a must, but it's also imperative for companies to have an organization-wide succession plan to build a crucial pipeline of key talent across all departments, functions and locations.

A three-phase approach to succession planning

1. Understand your workforce

An important first step in the succession planning journey is to proactively identify high-potential employees and measure their retention risk (i.e., how likely are they to leave). Who are the best performers and the individuals with the most potential? What percentage of your staff are Baby Boomers, Gen Xers and Millennials? Managers need to assess their teams to accurately predict potential, timing for promotion, and risk of leaving; discuss career aspirations; and make recommendations for talent pool inclusion.

2. Establish talent pools

Staying competitive requires an engaged, motivated and high-performing workforce. It also demands strong leadership and a talent pool you can build up and pull from when needed. To build successful talent pools, you need to define key competencies and development plans, perform talent assessments and close any skills gaps. The process should be fully transparent, so that everyone understands and has constant visibility into what is expected of them.

3. Develop your talent and recruit from within

Once you've established a talent pool of high-potential individuals, assessed development needs and implemented training plans, filling critical positions will be much easier. Furthermore, your employees will feel engaged and be less inclined to look elsewhere for opportunities. The disruption that can result from performers leaving a company will be mitigated. Another positive that comes from an effective succession strategy is that you earn an excellent brand reputation for developing your people and promoting from within, which can help attract top talent to your organization.

Implementing 360-degree leadership assessments



To develop strong leaders, it's important to get a well-rounded and accurate view of how others see them. What are their strengths and weaknesses? A 360-assessment can provide this broader and fairer view and identify areas where development is needed.

According to the Center for Creative Leadership , the following best practices can ensure an effective 360-degree process:

1. Clarify the purpose for every member of the organization (raters and ratee)
2. Clarify rater anonymity, accountability and selection
3. Prepare participants (the objectives, the process, the frame of reference and how to avoid rating errors)
4. Review and interpret feedback results
5. Develop and action plan (set clear, specific develop goals and follow through)
6. Follow up (e.g., meet with raters, supervisors and coaches)



Additional resources

Read on for excellent resources on leadership development.

1. Center of Excellence: Developing and retaining top talent



This is your one-stop destination for 20-plus expert resources about developing your talent. Choose from reference articles, on-demand webinars, white papers, success stories and more.

[Go to this Center of Excellence »](#)

2. Center of Excellence: Succession planning best-practices



Tap into expert articles, on-demand webinars, white papers, success stories and more on this Center of Excellence site.

[Go to this Center of Excellence »](#)

3. Webinar: The leadership and management talent pipeline



In this webinar, Charles Elvin, CEO at the Institute of Leadership & Management will explore why investing in leadership development can make all the difference to your business.

[Watch the webinar »](#)

4. Article: Build organizational bench strength



This article provides practical advice you can share with managers to enlist their help in building your organization's bench strength.

[Read the article »](#)

5. Article: Proven tools for identifying and developing your organization's talent pipeline



If you're not sure how to begin building your talent pipeline, here are a couple of proven tools and methods that can help you accurately identify leaders, top performers, and loyal staffers — and establish developmental opportunities that will drive benefits for the individual and for your organization. Learn about the talent bench review and the 9-box grid.

[Read the article »](#)



Leadership development worksheet

List your organization's leadership competencies:

- _____
- _____
- _____

Survey and rate your organization's confidence in your leadership pipeline by functional group:

HR	1	2	3	4	5
Line manager assessment	1	2	3	4	5
Director assessment	1	2	3	4	5
Executive team assessment	1	2	3	4	5

Identify leadership areas of risk:

- _____
- _____
- _____



Total Rewards:

It's not always about the paycheck

"A manager's ability to reward and recognize achievement effectively can increase employees' discretionary effort and intent to stay by up to 22.7 percent and 31.6 percent respectively."

— Manager Guide for Recognizing and Rewarding Employees,
Corporate Executive Board, February 2010

When it comes to employee recognition and rewards, suffice it to say that it isn't always about the money. While base pay continues to be a top driver of attraction and retention¹, employees tend to be willing to trade other rewards for larger salary increases.

According to the WorldatWork Society of Certified Professionals, total rewards includes: compensation (pay-for-performance), recognition, benefits, development and career opportunities, and work-life balance.





A closer look at pay-for-performance

One of the best ways to kill inspiration, motivation and creativity is to give the employee who goes the extra mile with the same compensation as the individual who gives minimum (i.e., the “clock watcher”). Conversely, one of the best ways to engage, motivate and retain top talent is by linking pay progression to performance. This is why it’s critical to have a pay-for-performance model in place — a system that will enable your organization to make pay decisions based on individual merit and achievement of goals (not just the fact that an employee shows up for work).

Here are some fundamentals that can help your managers make more informed decisions about pay-for-performance and also ensure that your company’s practices are fair, and will engage rather than disengage your workforce:

Fundamental 1: Nurture a performance-oriented workplace

Your managers should provide continuous and effective feedback to everyone on their team, including communicating which tasks, projects and behaviors individuals are doing well, not doing well and why it’s so important.

Fundamental 2: Accurately and fairly reward employees

To ensure fairness and consistency, your organization’s pay guidelines should be clearly defined and easily accessible. By providing visibility into the process and ensuring employees understand how pay strategies are set, it raises their level of accountability to make performance a day-to-day priority. Your management teams also need access to certain types of data to be able to make informed remuneration decisions. Examples include:

- Company’s overall compensation budget
- Pay scales for each job code
- Employees’ compensation and performance histories
- Employees’ performance ratings for the year

Fundamental 3: Measure overall effectiveness

You organization should constantly monitor your pay-for-performance program after it is implemented and also recalibrate it periodically. Some important questions to ask managers to ensure the system is delivering in the way it should include:

- Are compensation dollars given to your highest performers and to your high-potentials differentiated meaningfully?
- Do you feel appropriately trained on how to effectively communicate pay adjustments so that employees will feel motivated and engaged?
- Do you understand compensation basics (salary scales, job codes, bonuses, variable pay, etc.) and how to use them?
- Do you have the tools you need to track progress?
- What are the reasons for under-performance?
- How will you address under-performance issues?



65% of employees are not satisfied with the link between performance and pay



27% of employees are reducing effort levels

Source: Corporate Leadership Council, 2010



Recognition — a top engagement driver

Recognition is positive feedback that lets employees know they are valued and appreciated by their coworkers and their organization. To have the greatest impact in the workplace, recognition activities should also reinforce and encourage work behavior and work ethic that advances employee, and organizational goals and values.

According to Bersin by Deloitte, “Organizations with recognition and rewards programs have better employee and talent results than organizations that lacked those programs.” And there are stats to support the flip side, for example, in *The Carrot Principle*, Adrian Gostick and Chester Elton reveal that, “79 percent of employees who quit their jobs cite a lack of appreciation as a key reason for leaving.”²



Development and career advancement opportunities

Another way to drive motivation is to support employee development and career progression. Your employees need to feel that they have a future with the company, and a career path that helps them further develop their knowledge, skills and abilities. Career development can take many forms, from formal training courses, to challenging work assignments, to mentoring programs.



Work-life balance

According to the Towers Watson *2012/2013 Talent Management and Rewards Study*, organizations have raised the bar on both hours worked and performance expectations at the same time the work environment has eroded, causing employees to feel excessive pressure at work. The advice they offer is:

- Pay attention to the stress levels of your employees. Top performers and critical-skill employees are hard to find and difficult to replace. When employees are under excessive stress, try to rebalance workloads or extend timelines for deliverables when possible.
- Leaders and managers need to prioritize those things that must get done and eliminate those things with little value added.
- Reexamine work processes to determine if there are ways to streamline steps and reduce handoffs.



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Three talent management principles

To better manage human capital risks and improve ROI in reward and talent management programs, Towers Watson research advises organizations to focus on three reward and talent management principles³:

- 1. Integration of reward and talent management programs.** Review the alignment of your reward and talent management programs with your business objectives, desired culture, EVP, total rewards strategy, and attraction and retention goals. Promote a high-performance culture by incorporating bonus and pay reviews into the performance management calibration process, and competencies into reward programs. Use technology to deliver programs more efficiently, and provide more and better information to managers and employees with greater speed.
- 3. Agility.** Reduce work-related stress; provide the resources employees need to be effective, and allow opportunities to provide input. Consider using alternative work schedules and opportunities to work remotely, and encourage employees to use their vacation days to reduce presenteeism. Lead employees through all four phases of the change management process (planning, building, implementing and improving). Stress effective communication by senior leaders, and reinforce messages through managers and supervisors.



Only 36% of organizations with a competency model have linked it to their reward programs.

- 2. Segmentation.** Identify and communicate with employees who have critical skills or high potential. Make special opportunities available to them, and emphasize the total rewards components that are important to them. Increase differentiation in merit increases and bonus payouts by reallocating funds from below-average and average performers to top performers.



Only 44% of organizations formally identify employees with critical skills.



Short-term incentive (STI) programs provide greater flexibility because payouts can rise or fall depending on business conditions.



Additional resources

Read on for excellent resources on learning and development.

1. Worksheet: Motivation Self-Assessment



This worksheet is a great jumping off point to spark a discussion on what motivates your employees beyond pay.

[Download the worksheet »](#)

2. Article: Support managers in making better compensation decisions



To help keep your compensation adjustments fair and effective in encouraging high performance, you need to give managers four key things. Learn more by reading this article.

[Read the article »](#)

3. Center of Excellence: Pay for performance best-practices



Tap into expert articles, on-demand webinars, white papers, success stories and more on this Center of Excellence site.

[Go to this Center of Excellence »](#)

4. White Paper: Why pay-for-performance can work at last



Making meaningful pay for performance decisions is harder than most people admit. The good news is that pay for performance is finally working thanks to more nuanced approaches and better software tools. Read this white paper to learn more.

[Read the white paper »](#)

5. Webinar: Helping managers love the HR rewards function



In this webinar, David Creelman, CEO of Creelman Research and co-founder of Creelman Lambert looks at the common misperceptions managers have about pay, the problems it can cause, and how HR can proactively prevent these problems.

[Watch the webinar »](#)



A cool tool to explore what motivates your employees

The Anderson Leadership Group has developed a motivation self-assessment worksheet that gives individuals an introspective look at what's most important to them in their work environment.

At the highest level, the survey asks you to compare, add up and rank personal needs from most to least endorsed:

- achievement
- affiliation
- autonomy
- intellectual stimulation
- power
- security/comfort

Once completed, the worksheet can jump-start some interesting conversations between you and your employees. For example, you can engage your employees in discussions about their primary motivators, and share what motivates you and why.

[You can download the worksheet here »](#)





Strategic Workforce Planning:

Seeing around corners

"While organizations cannot predict the future, they can prepare for it."

— HCI Strategic Workforce Planning Guide 2010

Referred to as is the newest of all human capital management functions by the Conference Board, workforce planning is about aligning an organization's human capital — its people — with its business plan to achieve its mission. It's about ensuring that an organization currently has and will continue to have the right people with the right skill in the right job at the right time performing their assignments efficiently and effectively.

What strategic workforce planning isn't is human resources planning, strategic staffing, workforce analytics, and human capital planning. Instead of focusing on short-term needs and reactive hiring, the emphasis is placed on matching strategic requirements with long-term talent trends, external market influences and proactive planning.¹





Why workforce planning?

Workforce planning helps organizations to understand where they will have talent gaps in the future, and this information can be used to drive talent management strategies such as learning/development, succession management, and hiring to fill the gaps.



To underscore the importance of workforce planning...

Bersin research found that HR functions with capabilities in advanced workforce planning had efficiency, effectiveness and alignment scores that were, on average, 28 percent higher than the typical HR function.

Organizations that use meaningful workforce planning practices can more effectively identify their top talent needs and focus their recruitment and retention strategies accordingly. Effective planning can help your business leaders make informed decisions about talent, for example:



Who will be impacted if we have a Reduction in Force (RIF)?



Should certain functions be off-shored?



Should a new domestic location be staffed?



Where should learning and development be focused?



What future talent will be needed?



How to do it well

For workforce planning to be effective, it should be aligned with overall business strategy and goals. A typical workforce planning model can be broken down into the following general steps:



1. Review the strategic/ business plan

In order to determine the strategic/business plan impacts from a workforce perspective, you'll need to secure feedback from key stakeholders and identify prospective issues that could affect workforce planning.



2. Identify and segment talent

Within your organization, identify current work functions, new functions you'll need in the future and current functions that will not be required in the future. This step also involves segmenting roles that are critical to achieving the strategy — core, supporting or misaligned (e.g. functions that can be outsourced, replaced by technology, replaceable by technology, or simply not required anymore).



3. Forecast talent demand

Once the work functions have been determined, identify the talent that will be required in order to perform those functions. This step involves defining required competencies (skills/knowledge/abilities) and identifying the number of staff (with these competencies) that will be needed.



4. Predict workforce supply

Develop a profile of the current workforce — adjusted for turnover — and project what the profile will be in the future.



5. Perform a skills gap analysis

Compare the projection of the existing workforce with the number of staff required to perform the work functions. This will help you reveal gaps and surpluses in staffing levels and identify the competencies needed to execute the strategy.



6. Develop solutions to close gaps

This is where your talent management strategy comes into play. To ensure gaps are closed and future talent requirements are met, you'll need to ensure that you develop strategies across all your talent management functions, including recruiting, succession planning, and learning and development.



Additional resources

Read on for excellent resources on workforce planning.

1. Article: Laying the foundation for workforce planning with talent management best practices



Workforce planning is a vital activity to ensure the ongoing health and competitiveness of your organization. In this blog post, learn how talent management best practices are essential for developing successful workforce planning strategies.

[Read this blog post »](#)

3. Article: Identify workforce and leadership gaps with succession planning



Read this blog post to learn how you can use a comprehensive succession planning process to identify critical workforce and leadership gaps.

[Read this blog post »](#)

2. Article: How your talent management and workforce management programs can and should enrich each other



In this article, read about the talent management considerations you should look at when doing your workforce planning, and some workforce planning considerations you need to think about when doing talent management.

[Read the article »](#)



Engagement:

Why all the fuss?

"Engaged organizations grew profits as much as three times faster than their competitors. Highly engaged organizations have the potential to reduce staff turnover by 87% and improve performance by 20%."

– Corporate Leadership Council

Employee engagement. In the context of talent management, why do so many write, read and talk about it? Because it's critical to organizational success. Employee engagement helps drive both individual and organizational performance. Research abounds that shows companies with highly engaged employees find it easier to attract top talent, enjoy higher levels of employee productivity and experience lower turnover. As a result, these companies typically achieve better financial performance than others in their industry. Companies with world-class engagement:

- Have 3.9x greater earnings per share growth rate compared with the bottom quartile (Gallup)
- Demonstrate 2.5x revenue growth greater than the bottom quartile (HayGroup)
- Command a 50 percent higher market premium (Watson Wyatt)





What is employee engagement?

Employee engagement can be described as the willingness of employees to go the extra mile for an organization, not merely out of obligation or for a paycheck, but because work matters both personally and professionally to them. (Boston Consulting Group)

A key indicator of performance — or not?

It's sad but true, even in light of the research, according to a January 2012 research from Gartner: Most executive boards ignore the impact of engagement on organizational performance. But there's also research from Gartner that says this attitude will probably change, "By 2016, leading organizations will treat employee engagement as a key leading indicator of organization performance."

What drives engagement?

Similar to corporate culture, engagement is a "product" of how a company operates. Engagement cannot be improved on its own but, indirectly, by addressing other things.

Some common employee engagement drivers include:

- Culture
- Strategy, Mission & Alignment
- Career Development
- Direct Manager Capability
- Communication
- Recognition
- Learning and Development
- Senior Leadership

Identifying and monitoring engagement



Competitive benchmarking

Many companies have developed strong methodologies for engagement measurement (typically based on surveys). Leading survey providers, including Hay Group, Gallup, Towers Watson, and Hewitt provide benchmarking to enable organizations to compare themselves to others in their industry.



Consulting services

Some companies hire consulting firms to create and conduct customized surveys, including design, communication, administration, data analysis, and recommended actions.



Online surveys

"Pulse survey" software enables organizations to design, manage, deploy and report surveys and questionnaires online. Pulse surveys are typically a type of survey given to employees of a company to better gauge and evaluate employee satisfaction, productivity, and overall attitude.



5 relevant elements of engagement

If engagement levels are below average or have decreased year over year in your organization, what can you do to bring the numbers to where they should be? In the Creelman Research white paper, 5 Performance Management Tactics to Boost Employee Engagement, David Creelman identifies five elements that are usually found in engagement measures.



1. Clarity

People need to know what's expected of them at work. How do you improve clarity? A great way to do this is with goal setting. With organization-centric goal management, employees throughout the organization align their individual goals with the organizational and/or divisional goals they support. In this way, everyone can see themselves as part of a larger team.



4. Feedback

Feedback is the part of the performance management cycle that you easily find in books about the process but may have difficulty finding in real life. Feedback is neither about praise nor criticism; it is about saying something that an employee finds helpful. Feedback can take many different forms from the formal to the informal, for example, regularly scheduled one-on-one meetings, coaching, email, peer reviews, etc.



2. Support

Employees need to have support — the tools and training to achieve their objectives — to feel engaged. Support is a performance issue too easily overlooked, but as soon as we put on our engagement glasses it's staring us in the face.



5. Development

One of the main goals of performance management is development. If you develop for the future, employees will be more engaged today. You don't have to discuss development every quarter, but the performance appraisal process would do well to include a semi-annual review that looks at the employee's development.



3. Fit

Engagement changes our thinking from "The performance management process should be about getting the employee to do the job" into thinking, "We should use this as an opportunity to tune the job to fit the employee's strengths."



Additional resources

Read on for excellent resources on engagement.

1. White paper: 5 Performance management tactics to boost employee engagement



This Creelman Research white paper takes a closer look at performance management and describes how organizations can implement a best-practice process that can drive higher employee engagement.

[Download the white paper »](#)

2. Infographic: The dollars and sense of employee engagement



If your employees are only partially engaged, or worse disengaged, it's costing you money. Learn how much with this article and great infographic.

[View the infographic »](#)

3. Center of Excellence: Employee engagement



At this Center of Excellence, read some tried and true as well as innovative approaches for improving employee engagement. Choose from expert articles, white papers, case studies, and more.

[Go to this Center of Excellence »](#)

4. Article: Who's on first? Apply the five Ws to employee engagement



If companies are to focus on what matters in employee engagement, they should center their efforts on the engagement fulcrum and the vital levers that play an essential role in successful employee engagement. To do this well, organizations must gain perspective by stepping back and then ensuring that they're responding to the fundamental questions of: who, what, where, when, and why.

[Read the article »](#)

5. Article: Guest post by Jane Sparrow: Making Engagement Happen — tips for HR



In this blog post, author and frequent CIPD speaker Jane Sparrow discusses the five key roles managers can play to build and sustain high performance cultures, and boost and sustain employee engagement.

[Read this blog post »](#)



Wrapping it up

We hope you've found this resource valuable in your talent management journey. At Halogen, our vision is to help organizations like yours build a world-class workforce that is aligned and engaged, and delivering exceptional results. We know that your people can be a sustainable competitive advantage.

If you'd like to access the latest thinking on each of the talent management facets discussed here, check out Halogen's [TalentSpace Blog](#).

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About Halogen Software

Halogen Software offers an organically built cloud-based talent management suite that reinforces and drives higher employee performance across all talent programs — whether that is recruiting, performance management, learning and development, succession planning or compensation. With over 1,750 customers worldwide, Halogen has been recognized as a market leader by major business analysts and has garnered the highest customer satisfaction ratings in the industry. Halogen Software's powerful, yet simple-to-use solutions, which also include industry-vertical editions, are used by organizations that want to build a world-class workforce that is aligned, inspired and focused on delivering exceptional results.

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