

TALENT MANAGEMENT STRATEGIES

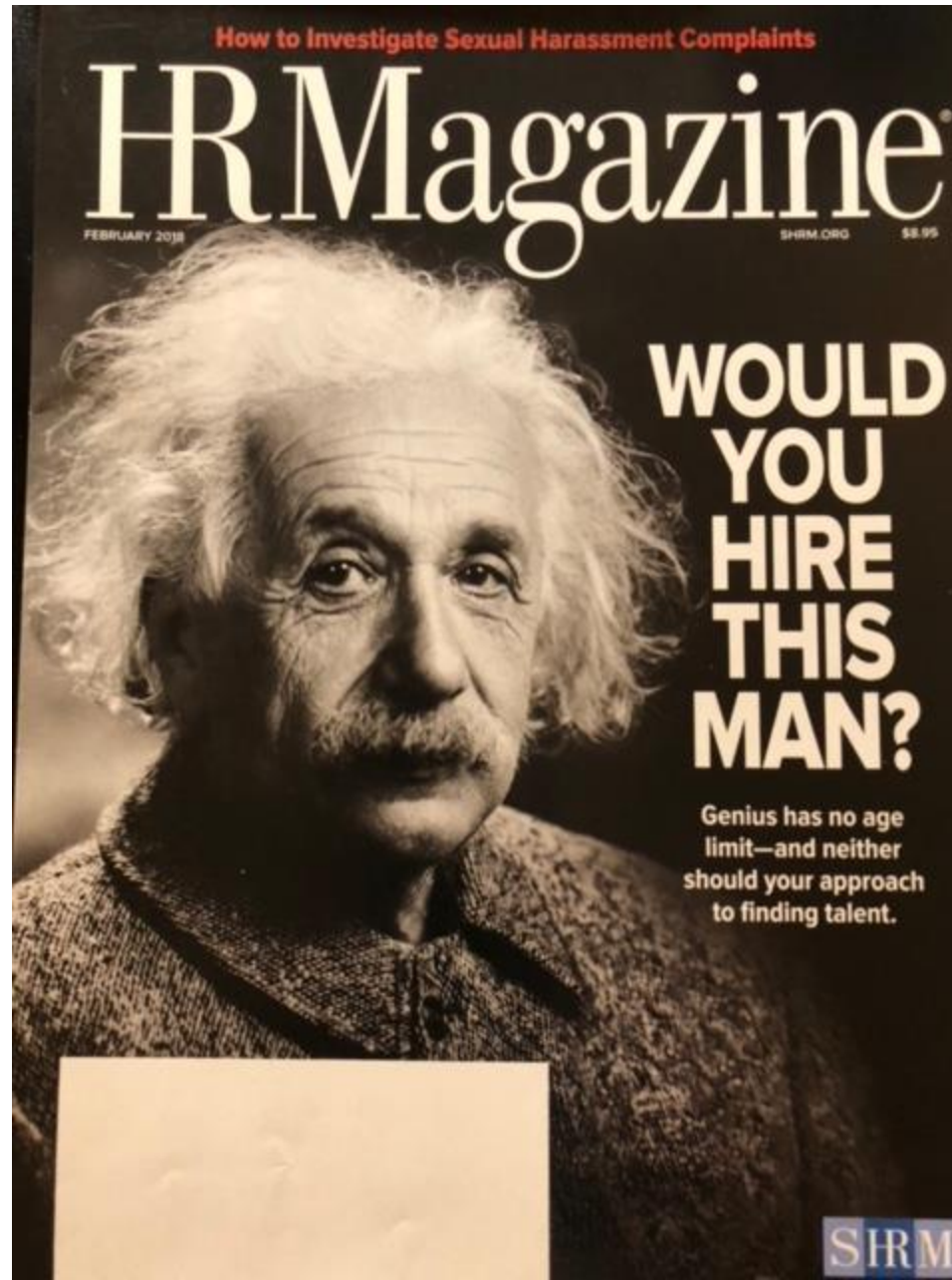
College Business Management Institute

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TALENT MANAGEMENT IN 2018



TALENT MANAGEMENT

Universities and Colleges with a focus on Talent Management look well in to the future to ensure there is a workforce in place that can respond to current and future challenges.

Talent Management strategies include workforce planning, recruiting, hiring, developing and retaining talent essential to achieve the goals of the organization.

TALENT MANAGEMENT CHALLENGES IN 2018

- College Resources
- Strategic Plan
- Faculty/Staff Skills and Needs
- Talent Pool
- Dynamic Environment (AKA Constant Change)
- Strong Economy – more saying “I Quit”
- More Workers Returning to the Workforce

TALENT MANAGEMENT CHALLENGES IN 2018

- Low Unemployment Rate
- Demographics and Multiple Generations
- Brain Drain through Retirements, Resignations, Promotions, etc.
- Lack of Skilled Labor
- Political, economic, social and technology (PEST) factors
- Business Life Cycle
- Government Barriers

TALENT MANAGEMENT PLANNING

Colleges must know what are the anticipated needs.....and understand it could (will) change quickly. This can be done by:

- Engaging hiring officials and human resources in Talent Management efforts
- Fostering an environment that embraces collaboration and change management
- Ensuring that Talent Management is a part of the Strategic Planning Process
- Focusing on the greater good for the college

TALENT MANAGEMENT WORKFORCE PLANNING

- Forecasting Techniques
 - Supply Analysis
 - Demand Analysis
 - Gap Analysis
 - Solution Analysis

TALENT MANAGEMENT WORKFORCE PLANNING

Supply Analysis

- Trend and Ratio Analysis
- Turnover Analysis
- Flow Analysis

TALENT MANAGEMENT WORKFORCE PLANNING

Demand Analysis

- Managerial Estimates
- Delphi Technique
- Nominal Group Technique
- Regression Analysis
- Simulations

TALENT MANAGEMENT WORKFORCE PLANNING

Gap Analysis

- Skill Gap
- Competency Gap
- Distribution Gap
- Diversity Gap
- Deployment Gap
- Time Gap
- Cost Gap
- Knowledge Sharing Gap
- Succession Gap
- Retention Gap

TALENT MANAGEMENT WORKFORCE PLANNING

Solution Analysis

- Building
- Buying
- Borrowing

EMPLOYMENT LIFE CYCLE

- Activities of employees during their tenure with the organization:
 - Recruitment & Selection
 - Orientation and Onboarding
 - Training and Development
 - Performance Management
 - Transition (Career Management, Succession Planning and Separation from the College)
- Colleges must be cognizant of this and how it can impact retention and advancement of faculty and staff

EMPLOYMENT LIFE CYCLE

RECRUITMENT AND SELECTION

- Employment Branding
- Web Site
- Accurate Job Information
- Effective Application Process
- Interviewing Techniques
- Testing
- Reference Checks
- Fully Investigate the Candidates
- Social Media Challenges

EMPLOYMENT LIFE CYCLE ORIENTATION

First week/month

- Tax/Payroll forms
- Benefits Enrollment
- Parking
- Meeting Colleagues
- Learning the job and specific requirements (performance standards)

EMPLOYMENT LIFE CYCLE

ONBOARDING

First 12 months

- Proficiency in the position
- Understanding the college vision/mission/goals...and how one contributes
- Building Internal Relationships
- Experiencing the performance management process
- Learning to work with college leadership

EMPLOYMENT LIFE CYCLE TRAINING AND DEVELOPMENT

Training (Short Term)

Specific Job Skills

PC Skills

Policy Training

Development (Long Term)

Leadership Development

National Conferences

Succession Planning

EMPLOYMENT LIFE CYCLE PERFORMANCE MANAGEMENT

- Performance Management
 - Use the process to identify the potential of employees and future leaders
 - Use for training and development activities
 - Remember, this can impact retention of faculty and staff within a given department

EMPLOYMENT LIFE CYCLE TRANSITION

- Transition
 - Turnover
 - Career Management
 - Succession Planning

TALENT MANAGEMENT STRATEGIES

For both the employer and employee, consideration must be given to career management and succession planning

- Proper Alignment of:

- People
- Position
- Values

- Retention and advancement of quality faculty and staff is essential to universities and colleges success in this dynamic environment

LEADERSHIP CHALLENGES

Leaders like stability in staffing, but to really succeed, leaders must.....

- Actively develop team members....seek out their goals and aspirations
- Delegate for team member growth (and yours too!)
- Be willing to accept turnover and change
- Embrace change through your leadership
- Be a champion for your team members
- Celebrate the successes of your team

MAKING TALENT MANAGEMENT A PART OF THE CULTURE

- Make the Business Case
- Secure Active Leadership Support
- Incorporate Talent Management Expectations in the Performance Management Process for hiring officials and leadership
- Establish Organizational Metrics
- Communicate Progress
- Adjust Course as Needed

CONSEQUENCES OF NOT HAVING A TALENT MANAGEMENT STRATEGY

- Loss of Key Talent
- Decrease in Productivity and Efficiency
- Loss of Support of Constituents
- Decrease in Organizational Responsiveness
- Negative Impact on Student Recruitment and Retention

QUESTIONS ?