CRE’s Talent Management Framework

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

Integrated Talent Management Practice

Talent Sourcing
- Job design
- Recruitment & selection
- Onboarding

Talent Enhancement
- Performance management
- Leaning & development
- Rewards & recognition

Talent Retention
- Employee engagement
- Structure & mobility
- Talent culture

Leadership Pipeline
- Talent bench
- Succession planning

Conditions for Success:

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

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

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

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

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

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

Talent Sourcing
Job Design
- Integrating roles and responsibilities into a single unit of work for the achievement of certain objectives; organizing the responsibilities clearly to attract the right candidates.

Strategies:
- Telecommuting/Work from home
- Job sharing
- Flexible working hours
- Alternative work patterns
- Technology
- Task revision

Recruitment and selection
- Finding, attracting, and hiring the best candidate for a position

Strategies:
- Evaluate need
- Develop position description
- Develop recruitment plan
- Select search/hiring committee
- Post position and implement recruitment plan
- Review applicants; develop shortlist
- Contact interview
- Select final candidate
- Make an offer

Onboarding
- The process of helping new hires adjust to social and performance aspects of their job quickly and smoothly

Strategies:
- Professional onboarding approach includes:
  - Compliance
  - Orientation
  - Culture
  - Connection

Talent Enhancement
Performance management
- A continuous, standardized process linking performance to goals, rewards, consequences, and staff development

Strategies:
- Clarity about goals and expected results
- Timely feedback
- A consistent process
- Developmental support
- Successful performance management leads to staff empowerment and a high performance culture

Learning and development
- A coherent, career-based strategy for ensuring that staff have the opportunity to learn skills and competencies to perform better in current position as well as prepare for future responsibilities.

Strategies:
- Training programs
- Career development
- Leadership training
- Developmental planning
- Appraisals/feedbacks
- Formal coaching
- Matching employees with “stretch” and/or high-visibility assignments

Rewards and recognition
- Rewards tangible: transactions, consumed, economical, impactful
- Recognition: intangible, relational, appreciated, emotional, personal

Strategies:
- Employee value proposition includes work content, career, financial (stake and indirect), and affiliation

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

Structure and mobility
- Talent mobility is the movement of employees from one position to another within an organization — as efficient and cost-effective method of talent deployment
- Results:
  - Avoid costs of turnover, search, hiring time
  - Faster time to contribution due to shorter orientation and less training
  - Increased institutional knowledge and employee value

Strategies:
- Purpose clarity
- Policy guidelines
- Process design
- Platform capability
- Performance measures

Talent culture
- The value an organization places on its human assets, as exemplified by its values and practices
- 5 Culture signs:
  - Recruiting: is the process fast, warm, human or slow bureaucratic, cold?
  - Flexibility: In what flexibility in various aspects of work do employees have to “march to the same tune”?
  - Evaluation: are performance reviews an open and collaborative process or a rubber-stamp on a manager’s integrity?
  - Communication: is communication with staff about goals, expectations, reviews, and mobility clear and consistent or vague and inconsistent?
  - Transparency: Is leadership and management transparent or light-handed about issues that matter?

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

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

Leadership Pipeline
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