Talent Management

Tech Days
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Talent Management and the High-Performing Employee

• Full scope of processes to attract, develop, motivate and retain high-performing employees
Talent Management at UNM

- Aligns with UNM 2020 Goal 1) Become a Destination University
  - UNM Jobs is an integrated approach to recruiting, staff development, performance management, and compensation

- Information Technologies Goal:
  - Strengthen the Recruitment, Retention and Professional Development of Staff
  - Invest in information technology staff performance and well being by recruiting and retaining a diverse workforce, providing professional development and career opportunities, and implementing succession planning.
Current Tools

- Anderson School of Management
  - Courses in Management
  - Certificate Programs
  - Training.unm.edu
- Hire Right
- Continuing Education
  - Certifications
- Employee & Organizational Development
  - Coaching
  - Leadership Development Skills
- Career Services
  - Update resume
  - Interviewing skills
Talent Management

- **Have a Strategic Management Plan**
  - Commitment to hire, manage, develop, and retain the most talented employees in the industry.
  - Helps to attract the most talented and skilled employee
  - Potential Employees will Seek Your Organization

- **Engage Employees**
  - Employee Development (Professional Development)
  - Employees will feel more engaged when there is a formal and fair procedure for employee development
  - Employee Retention
  - Create more of a reason for employees to stay

- **How do we prepare the next generation of IT?**
  - How do we identify future talent?
  - Succession Planning
  - Workforce Planning
  - How do we identify leaders within the team?
Current Issues in Talent Management

- How do we hire the right people with the right skills?
  - What are the skills that we need?
  - How do we get the training?
  - We need to hire right

- What are the skills we need?
  - What type of training do we need?
  - How to provide this with limited budget?
  - Certifications?
Talent Management Data

Bureau for Labor Statistics
(www.bls.gov)

- 32 million workers are over the age of 50

- 40 percent of workers will be retirement eligible in the next five years
Employee Turnover

- Society for Human Resources Management: average turnover rate in 2017 was 18%

- Estimated cost to replace according to SHRM = ~$350K (estimated 20% of average salary of $65K = $13K per employee)

- “Real” cost of losing an employee considerations
  - Recruitment cost (advertising, interviewing, hiring)
  - Onboarding cost (training and management)
  - Training cost
  - Lost productivity
# Succession Planning Grid

<table>
<thead>
<tr>
<th>Potential</th>
<th>Performance</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Potential/ Low Performance</td>
<td>Demonstrated high potential for advancement but is not meeting current performance expectations</td>
<td>Needs coaching and interventions; Wrong job or wrong boss?</td>
</tr>
<tr>
<td>Medium Potential/ Low Performance</td>
<td>Promotion potential one level or lateral move with greater challenge but presently underperforming</td>
<td>Consider coaching or corrective action</td>
</tr>
<tr>
<td>Low Potential/ Low Performance</td>
<td>Has reached career potential and is not delivering</td>
<td>Counsel or terminate</td>
</tr>
<tr>
<td>High Potential/ Medium Performance</td>
<td>Demonstrated high potential and consistently meets performance expectations</td>
<td>Valued talent who needs additional challenge, reward, recognition or opportunity to develop</td>
</tr>
<tr>
<td>Medium Potential/ Medium Performance</td>
<td>Promotion potential one level or lateral move with greater challenge; presently meeting but not exceeding performance expectations</td>
<td>Keeps things running but might need additional motivation, greater engagement or additional rewards</td>
</tr>
<tr>
<td>Low Potential/ Medium Performance</td>
<td>Specialized technical talent or has reached career potential but consistently meets performance expectations</td>
<td>Motivate and focus</td>
</tr>
<tr>
<td>High Potential/ High Performance</td>
<td>Highest potential for senior leadership position who usually always exceeds performance expectations</td>
<td>Star talent who should be targeted for accelerated development opportunities</td>
</tr>
<tr>
<td>Medium Potential/ High Performance</td>
<td>Promotion potential one level or lateral move with greater scope or challenge; always meets and usually exceeds expectations</td>
<td>Strong contributor who could have additional developmental challenges to grow and possibly improve potential</td>
</tr>
<tr>
<td>Low Potential/ High Performance</td>
<td>Specialized technical talent or has reached career potential but consistently exceeds performance expectations</td>
<td>Valuable in developing others, retain and reward</td>
</tr>
</tbody>
</table>
Hiring the RIGHT people

- Know the job roles and responsibilities
  - Are there people within the organization that can fill this need?
  - Have a good interview team and look for the candidate with the skills you need

- Have an effective onboarding process
  - Increases retention and motivation
  - New employees need to know how their work is aligned to the mission, vision, and goals of the department/UNM
  - Well-structured on-boarding practices create higher levels of retention
Skills and the Next Generation of IT

- What training do we need to fill the gaps made by advances in technology?
  - Do we have these resources at UNM? Do we need to send employees for training and certifications?
  - How do we fill the gaps with limited budgets?

- The next generation
  - Are their team members with the skills needed?
  - How are we identifying leaders within?
Leadership Development Model

Assessment → Developmental Experiences → Organizational Context → Leadership Development

Challenge → Developmental Experiences → Organizational Context → Leadership Development

Support → Developmental Experiences → Organizational Context → Leadership Development

Ability and Motivation to Learn → Developmental Experiences → Organizational Context → Leadership Development


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Performance Management/Development as Part of TM

- How does Performance Management/Development support Talent Management?
  - Am I having my 1:1’s with employees to identify talent?
  - Are we using SMART goals to monitor progress and development?
  - What steps can I take to plan for changes in staffing, technology?
Levels of Engagement

CREATIVE EXCITEMENT
HEARTFELT COMMITMENT
WILLING COOPERATION
INDIFFERENT COMPLIANCE
RESENTFUL OBEDIENCE
REBEL OR QUIT
What Can We Do Now?

- **Skills Matrix Database**
  - Develop Required & Desired Position Competencies

- **Performance Management/Development skills**
  - to retain and grow talent

- **Succession Planning**
  - A Planning Process – A formal comprehensive employee development system
  - The potential problem of investing all development efforts into a single successor
  - Identify and Develop Potential Successors
  - Create Individual Development Plan
    - To Build on the Required Competencies

- **Workforce Planning**
- **Hire the right people**
Questions???