

Department of Human Resources

Talent Management Frequently Asked Questions

Talent Management drives agency results when leaders use the right data to align business and people strategies. Commissioner Hunter is the executive sponsor of DOHR's Talent Management Initiative.

Executive Team: Commissioner Rebecca Hunter, Deputy Commissioner Ken Becker, Assistant Commissioner Danielle Barnes, Chief Learning Officer Trish Holliday, Assistant Commissioner Lisa Spencer

Senior Leadership Team: Executive Team, plus Directors, Lesley Farmer, Cindy Hobbs, Sheila Marchman, Patsy McGee, Antonio Meeks, Stephanie Penney, Ernie Ricketts, and Ritchie Worrell

What does Talent Management mean in DOHR?

- The DOHR Leadership Team creates a business strategy each year during the strategic planning process. We gather data that shows us where we are and where we need to go, and then map out goals that line up DOHR with the goals and vision of the Governor. Our goals are specifically developed to improve our processes and help map the future of our agency.
- One of the goals this year is to create a method to be certain we are working systematically toward the high-performing workforce we need to move the agency forward. DOHR has a continual improvement mindset, and that means we want a work environment that promotes continual learning and organizational excellence.
- Talent Management is not a one-time event, class, or program. It is an agency-wide, continuing process in which everyone participates.
- Within DOHR's Talent Management Initiative, the following definitions will apply:
 - **Performance:** technical skills, abilities and subject matter knowledge in job related field; ability to develop and maintain working relationships which incorporate DOHR's values.
 - **Potential:** the ability or capacity for growth and development into a leadership role.
 - **Leader:** one who guides, directs, influences and shows the way to others.

Why are we doing Talent Management?

- DOHR is a great agency, and our employees are amazing. We have worked hard over the last few years to do more with less, and because of the commitment everyone has made; we've done a good job. Now it is time for the next step.
- We have to pay attention to our workforce, because our workforce is a priority. The Leadership Team recognizes that we cannot reach our goals without continually engaged and committed employees. Talent Management is about helping every employee become the best they can be.
- We want to continue the creation of a workplace culture that is positive, progressive and high-performing. As we move through the Talent Management process this year and in the years to come, the agency will become more collaborative and even better able to maximize its resources. Our customers will place increased value in who we are and what we do to support them.
- Through workforce planning and Talent Management Initiatives, DOHR is striving to increase its human resource bench strength, providing the agency with qualified candidates for key roles within the organizational structure for the future. Developing leaders and intellectual capital today to meet the challenges of tomorrow are essential strategies for DOHR. Currently, DOHR leadership capacity is insufficient

to meet future leadership requirements. Therefore, it is critical that opportunities for organizational growth be put into place and the leadership gap closed by teaching people how to lead others, think strategically, inspire commitment and engagement, and manage change. This focus on Talent Management will begin to close the leadership gap and create bench strength for DOHR.

What is included in Talent Management? – Talent Management drives agency results when leaders use the right data to align business and people strategies.

- Leadership Development – the strategic investment in employees through formal and informal training of leadership skills necessary to resolve a variety of situations and issues and lead others through daily work processes.
- Career Planning - the process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills of an employee to achieve short- or long-term career objectives.
- Professional Development - the advancement of skills or expertise necessary to succeed in a particular profession, especially through continued education.
- Succession Planning - the process an organization uses to ensure that employees are developed to fill key roles.
- Performance Management - People managers achieve agency results by hiring, assessing, developing and retaining quality talent one employee at a time.

How does Talent Management work?

- The Executive Team appointed the Talent Management Committee members. Members are Danielle Barnes, Ritchie Worrell, Stephanie Penney, Sheila Marchman, Patsy McGee, Lisa Spencer and Trish Holliday.
- Talent Management has already begun, with the Talent Management Committee setting the direction, defining core competencies, and making strategy recommendations to the Executive Team.
- In December, there will be training for supervisors in the Talent Review Process and the Nine-Box matrix.
- In January, we will have an official Talent Management Launch – all employee educational meeting to launch the initiative and give you more information. Right after that, we will have employee training in the Talent Review Process and the Nine-Box matrix.
- Following the launch and the training, the Talent Review Process will kick off, with supervisors and employees meeting together. Each director will review the results of the Talent Review Process for their division, and forward the results to the Executive Team for final review.
- For every employee, there should be development opportunities noted in an Individual Development Plan created. Talent Management will become an ongoing process.

What are core competencies?

- Core competencies are a combination of behaviors, knowledge and skills that drive effective job performance. Strong demonstration of behavioral core competencies is what differentiates average and superior performance.

Who chose the core competencies for DOHR?

- DOHR Leadership selected the core competencies and set the behaviors that demonstrate each one. The Executive Team has approved them.

What are the core competencies for DOHR?

- **Creativity** – Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.
- **Customer Focus** – places the customer at the center of strategic and operational planning.
- **Decision Quality** – Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Drive for Results** – Pursues everything with energy, drive, and a need to finish; does not give up before finishing, even in the face of resistance or setbacks; steadfastly pushes self and others for results. Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Managing and Measuring Work** – Clearly communicates expectations and aspirations to groups and organizations; Adjusts quantitative and qualitative measures as needed to ensure appropriate feedback on priority goals and objectives; Designs and broadcasts tangible benchmarks and success measures; Implements feedback loops that provide information to appropriate individuals who are empowered to make decisions and exercise authority within the prescribed framework.
- **Managing Vision and Purpose** – Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.
- **Organizational Agility** – Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Problem Solving** – Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Self-Development** – Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.
- **Strategic Agility** – Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

What is the Talent Review Process?

The Talent Review Process is a tool to help supervisors and employees assess the technical skills, abilities, subject matter knowledge, relationship-building capabilities and the capacity for growth and development into leadership roles for all employees. The end result will be the identification of development needs across the agency.

How is the Talent Review Process different from performance management?

- Performance Management (PM) is the process of defining the job expectations and setting goals, providing performance feedback and development opportunities, and documenting a fair and accurate record of performance.
- PM scores are not based on participation in Talent Management or results of the Talent Review Process.
- The Talent Review Process runs parallel to performance management by adding components related to certain behaviors associated with core competencies and the potential of individual employees to grow and develop into leadership or technical roles.
- The Talent Review Process adds a strategic executive analysis of the department's workforce capabilities and capacity. The process includes employee/supervisor discussions around both potential and performance.
- The focus of the Talent Review Process is to promote employee growth and encourage employees to continually strive for improvement.

Does Talent Management mean I get a promotion?

- Participating in DOHR's Talent Management Initiative does not guarantee promotion.

What is the Nine-Box matrix?

- The Nine-Box matrix is a tool to aid in a discussion of employee strengths and development needs. Employees and supervisors talk together about current performance and future potential in a leadership role.
- The Nine-Box matrix aids in the larger Talent Review Process in which leaders identify departmental needs, critical responsibilities, and capabilities agency wide. The Executive Team makes the final decisions on development needs; critical responsibilities and capabilities agency wide. The outcomes of the talent review process initiate development discussions and the implementation of Individual Performance Plans.
- What is the difference between a Job Plan and an Individual Performance Plan (IPP)?
 - Performance Plan – How you perform the functions of our job
 - IPP – A plan for you as an individual to continue your personal and professional development

Will Talent Management make additional work for me? What do I need to do?

- For an individual employee, the amount of work this makes for you is up to you. In the end, professional development is an individual responsibility. You can take responsibility for your development by:
 - Fully participating in the self-assessment of performance and potential and honestly identifying with your supervisor opportunities for continued growth and development.
 - Adopting a continual learning attitude.
 - Recognizing that your department cares about you as an individual employee.
 - Understanding that you will have a career-planning tool developed that you can use to guide your future.
- For managers/supervisors, this is your opportunity to contribute to the development of your employees.