

A Guide to Adding Talent Solutions to Your HR/Payroll System

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Introducing



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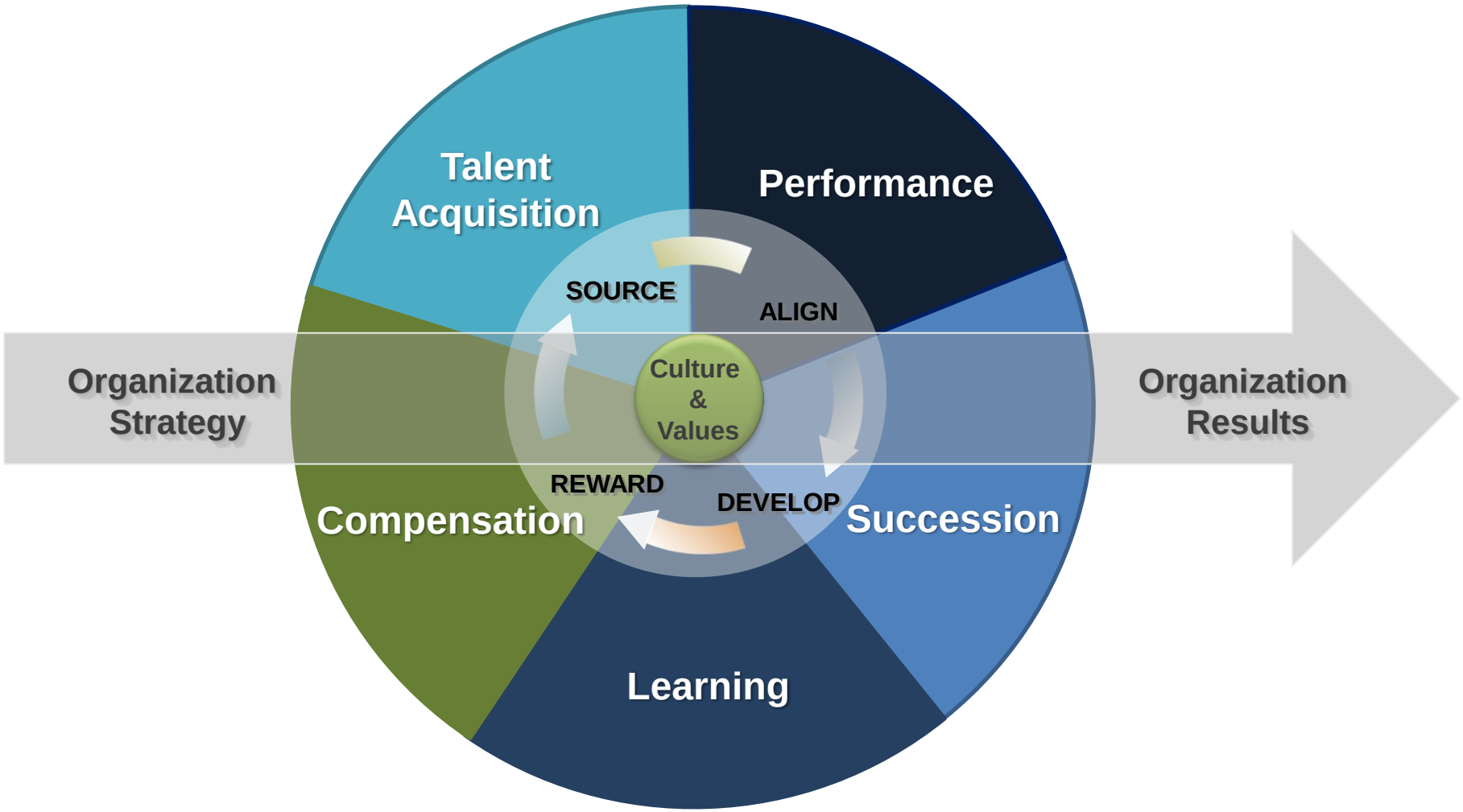
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Agenda

- **Defining what we mean as "HRIS" and "Talent"**
- **What data do you need for each Talent pillar?**
- **What processes do I need to consider?**
- **Who, what and when?**
- **What to do and not to do when implementing Talent**
  - Stories from the front lines
- **Your questions, our answers**

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Talent Management



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Talent Management Processes

Talent Acquisition	Performance Management	Compensation Management	Succession Management	Learning Management
Interface with job boards	Goal setting and alignment	Top-down and bottom-up budget support	Career preferences	Support online, classroom, OTJ & other learning types
Resume input, parsing and storage	Competency management	Multi-parameter compensation guidelines	Drag and drop 9-box comparison	Manage classrooms, waiting lists and resources
Candidate management	Goal weighting	Single page planning with auto-adjusting budgets	Organizational charts	Manage online learning libraries
Interview scheduling and management	Year-round comments	Visual soft and hard guidelines	Team succession dashboards	Support AICC and SCORM content
Electronic I9 Screening	Team performance dashboards	Multi-currency and multi-language support	Competency-based successor search	Learning discussion forums
Background Screening	Aligning goals to bonus plans	Compensation history and employee data	Candidate comparison with ranking algorithms	Employee transcripts
Drug Testing	Talent profile	Automated approval routing	Automated approval routing	ecommerce learning content
Correspondence templates and management	Competency self-evaluation	Ad hoc reporting	Identify high-potential employees	Define learning paths and content
On-boarding	Automated performance reviews and approvals	Compensation Statements	Tag key skills and talents	Manager and employee driven learning
New Hire Reporting	Multi-rater feedback automation	Administration with proxy ability	Employee mini and micro cards for identification	
	Automated check-in cycles	Multiple plans and programs options	Leverage compa ratio during calibration meetings	
	Spelling, legal and writing assistants	Visibility and eligibility rules		

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Talent Management Maturity



Source: *Bersin & Associates, 2010.*

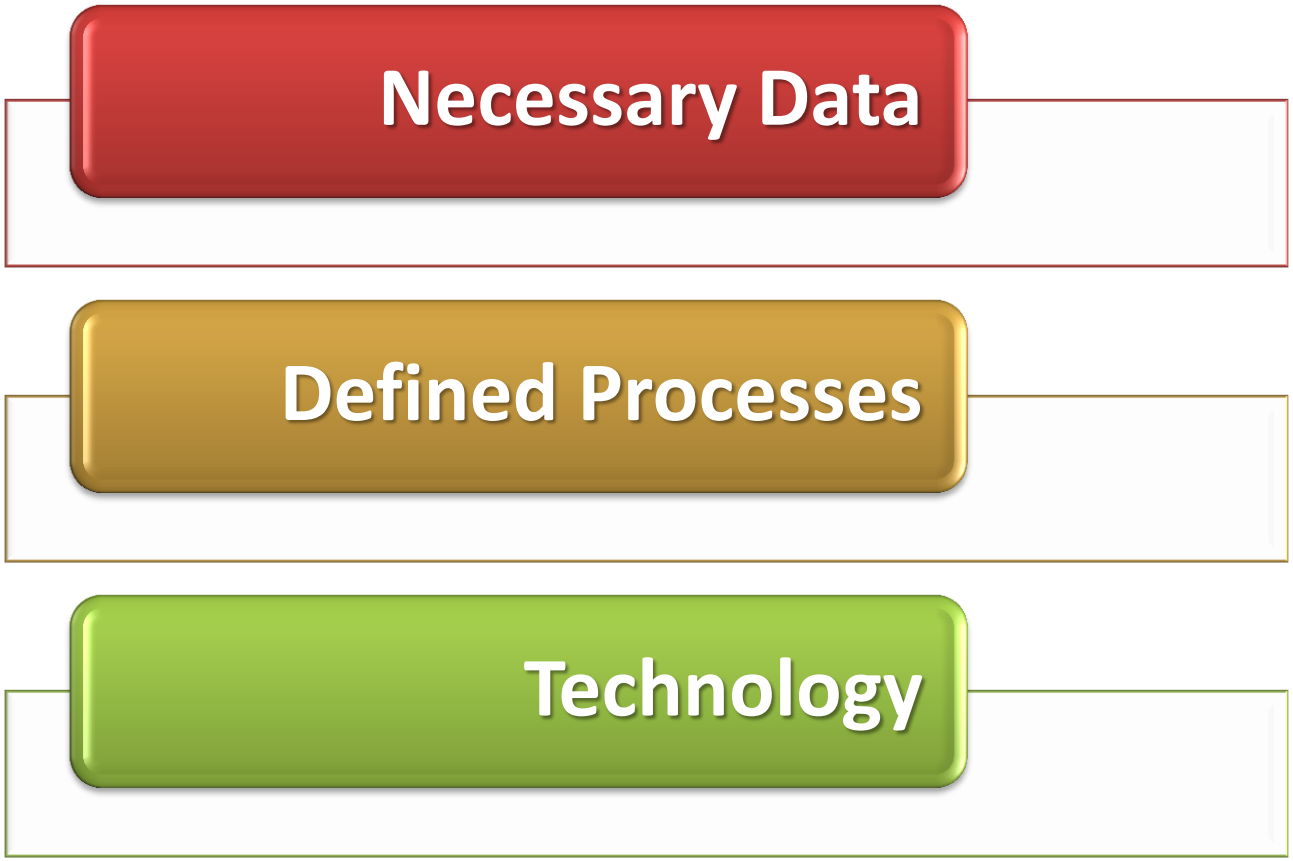
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Poll Question #1

- **Where do you think your company is in the four levels of Talent maturity?**
  - Level #1 – Siloed HR Processes
  - Level #2 – Standardized Talent Processes
  - Level #3 – Integrated Talent Management
  - Level #4 – Strategic Talent Management

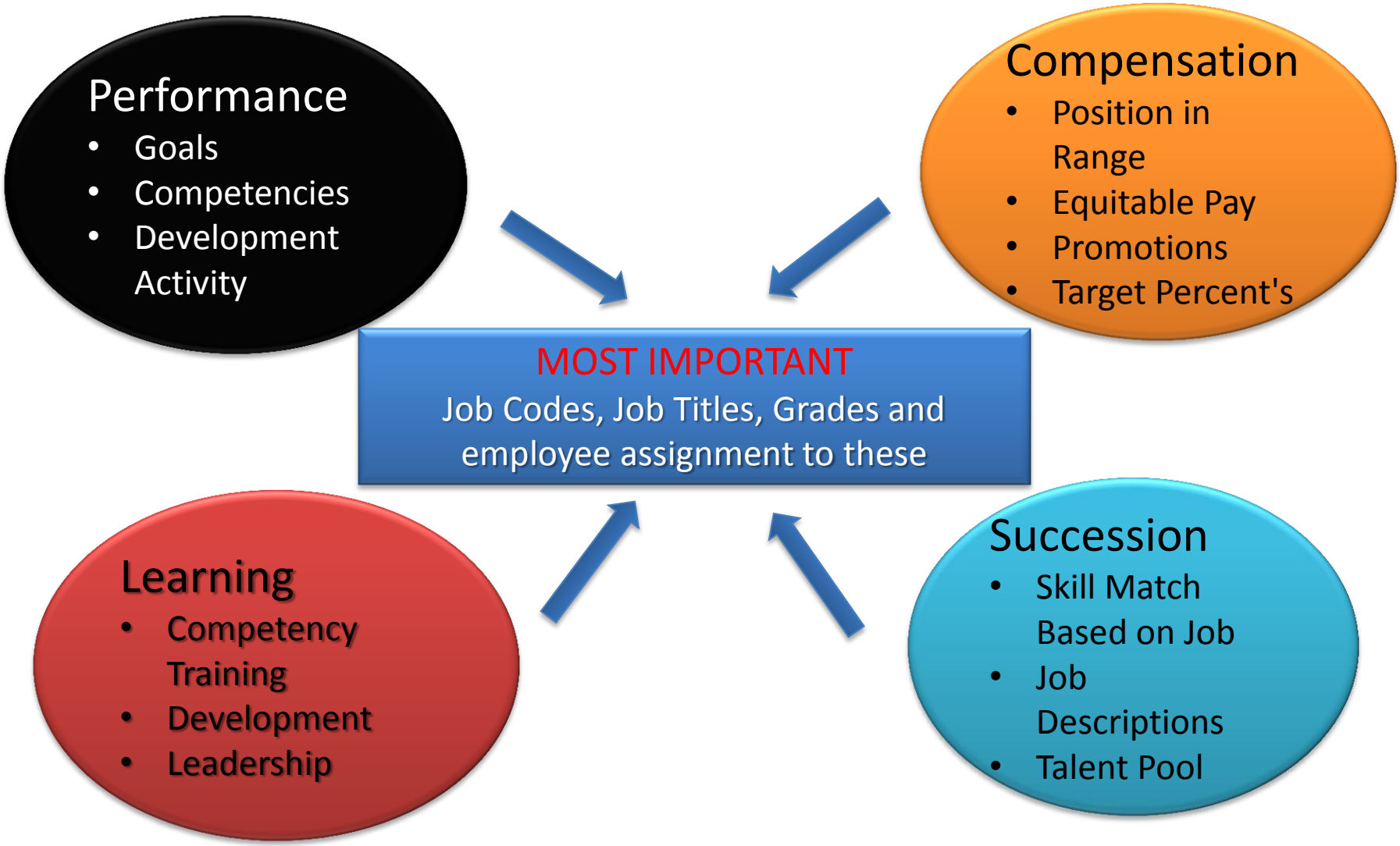
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The Building Blocks of Adding Talent Management



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What do You Need for All Talent Pillars?



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What do You Need for Each Talent Pillar?

- **Performance**
  - **Job codes, grades, job title**
  - Performance planning manager (who is responsible for evaluations)
  - Job descriptions
  - Job based goals
  - Job based competencies and other competencies
  - Performance ratings scales and descriptions
  - Goal libraries attached to job families
  - Overall evaluation weightings

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What do You Need for Each Talent Pillar?

- **Compensation**
  - Job codes, grades, job title, salary ranges
  - Compensation planning manager (who is responsible for planning)
  - Grades – sort order which grade is higher or lower than the other, used for promotion
  - Employee eligibility for bonus plans
  - Bonus target %
  - Country, business unit, location
  - Employee indicative data to support compensation such as, current annual salary, hire date, job code
  - Eligible earnings

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What do You Need for Each Talent Pillar?

- **Succession**
  - Job codes, grades, job title, salary ranges
  - Job descriptions
  - Competencies assessment on job
  - Education, language, licenses, certificates
  - Job history
  - High potential indicator
  - Critical job indicator
  - Critical talent indicator
  - Succession list per position/incumbent
  - Ready for next assignment timeline indicator

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What do You Need for Each Talent Pillar?

- **Learning**
  - Job codes, grades, job title
  - Job descriptions
  - Competencies assessment on job
  - Development activity
  - Training in progress or completed
  - Courseware listing
  - Competency to courseware relationship
  - Competency to level of job

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Poll Question #2

- **How much data does your organization have ready for Talent today?**
  - More than 80%
  - More than 50% but less than 80%
  - More than 25% but less than 50%
  - Less than 25%

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Performance Requirements

- Defined processes
- Assignment of goals
- Assignment of competencies
- Development activity
- Peer reviews
- Mid-year reviews
- Annual self and manager evaluations
- Data
- Job, job title, grade
- Data used to assign goals and competencies
- Employee to manager relationship definition
- Eligibility data
- Ratings scales/scores

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Succession Requirements

- Processes
- Ensure organizational readiness
- Nomination of successors
- Bench strength
- Identify key talent and high potential employees
- Data
- Job, grade, titles
- Job based competencies
- Job descriptions
- Skill assessment for jobs

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Compensation Requirements

- Processes
- Annual focal review
- Base pay, incentive and long term incentive planning
- Budgets and guidelines

- Data
- Employee data, current annual salary, job code, eligible earnings, hire date, manager
- Data to determine eligibility, such as country, hire date, grade
- Budget, guidelines, proration

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Learning Requirements

- Processes
- Development for employees
- Competency training based on job
- Training for needed to perform job
- Data
- Job, grade, title
- Business unit, location, division
- data to support special training requirements

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Poll Question #3

- **If I had to implement process change or automate one element of Talent Management, which would I do first?**
  - Compensation
  - Learning
  - Performance
  - Recruiting
  - Succession

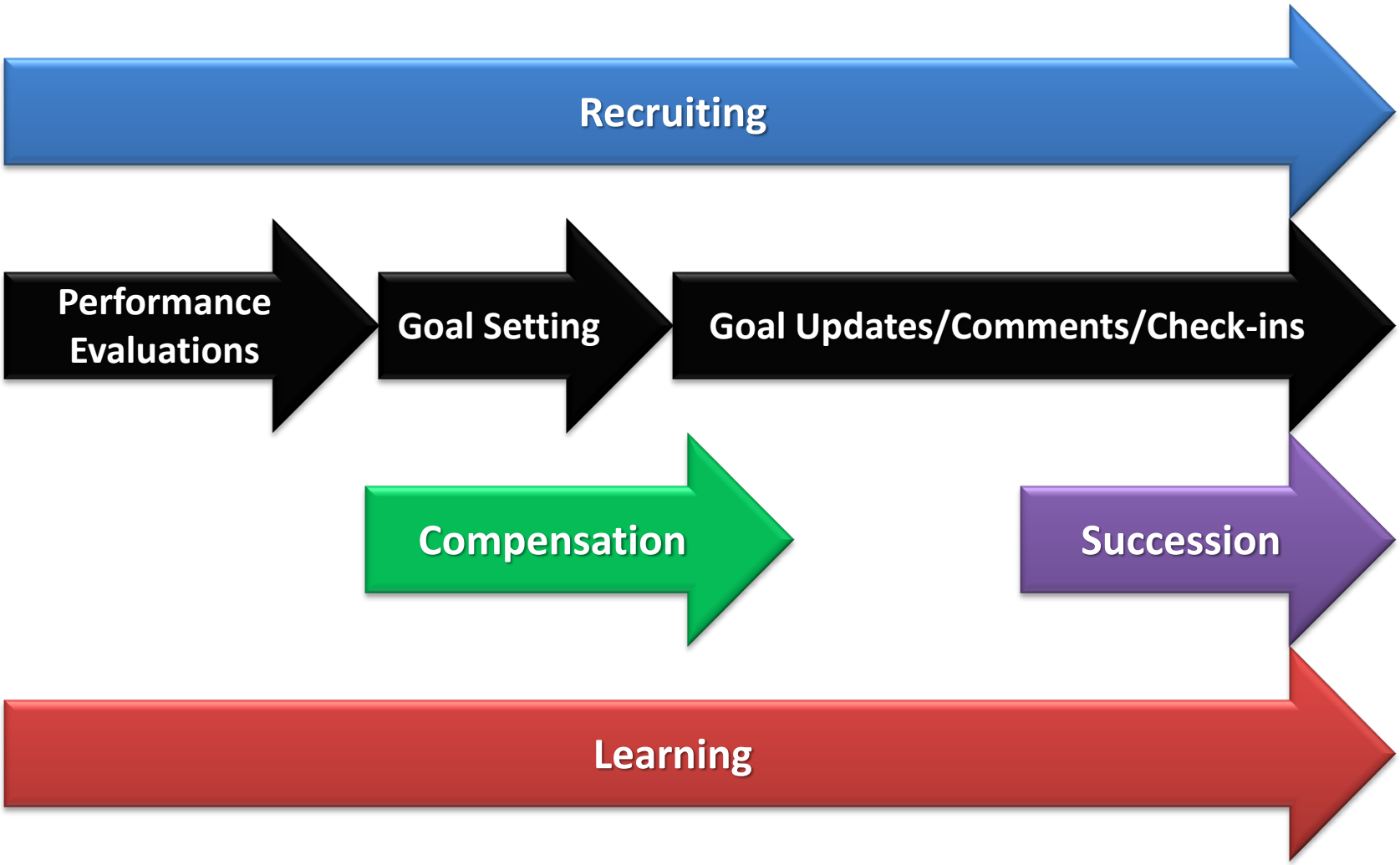
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Best Practices for Rolling Out Talent

- **Which pillar should I do first?**
  - Is there a best practice?
- **How much time do I need to schedule?**
- **Who do I need to involve from my company for each pillar?**

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Ordering Talent Processes



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Implementing Talent Solutions – The People

START	• Executive Sponsor • Project Manager • Subject Matter Expert (SME) • HRIT Support
ANALYSIS & CONFIGURATION	• Project Manager • Subject Matter Expert (SME) • HRIT Support
VALIDATION	• Project Manager • Subject Matter Expert (SME) • HRIT Support
PRODUCTION	• Project Manager • Subject Matter Expert (SME) • HRIT Support

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Technology and Data

- **Getting data from there to here…**
  - Why can’t it all live in my HRIS?
  - How often should I update data?
  - When should I update it?
  - What about languages and currencies?
  - Does technology even matter anymore now that it’s all the “The Cloud”?

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#1 – No Data, No Structure

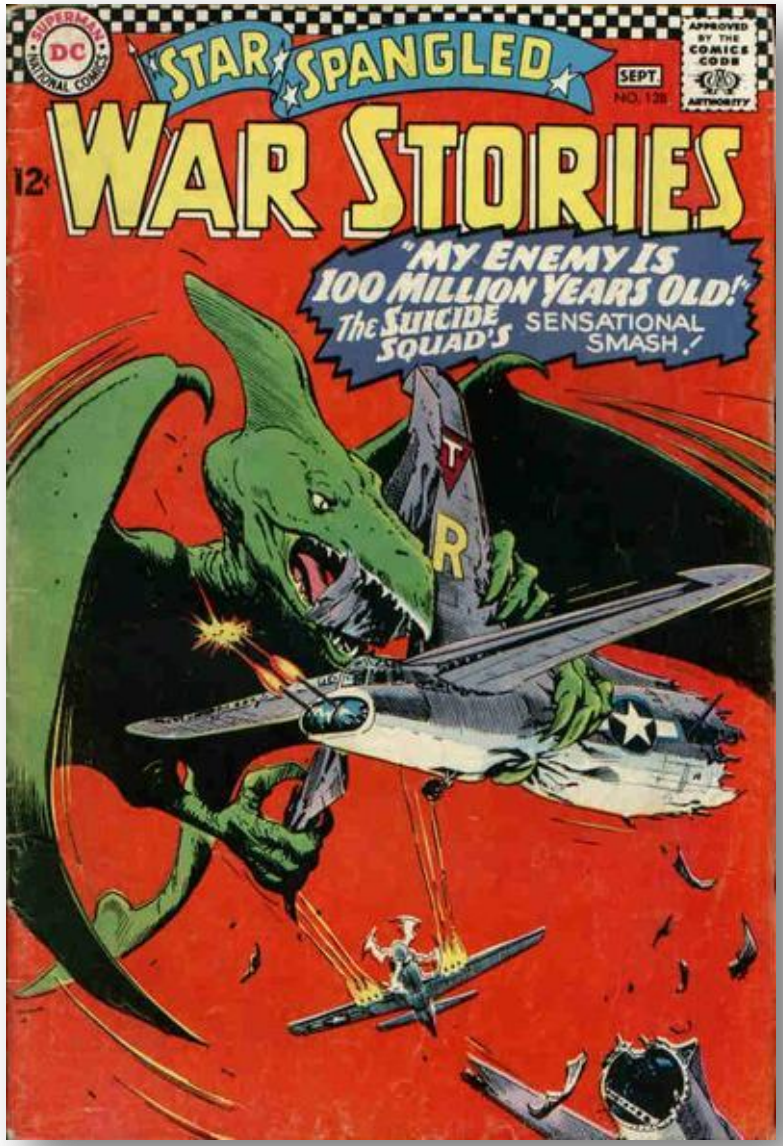


- **Large global company**
- **No job codes, grades or salary structure in place**
- **The lack of this information impacted the entire talent suite and the use of key functionality.**

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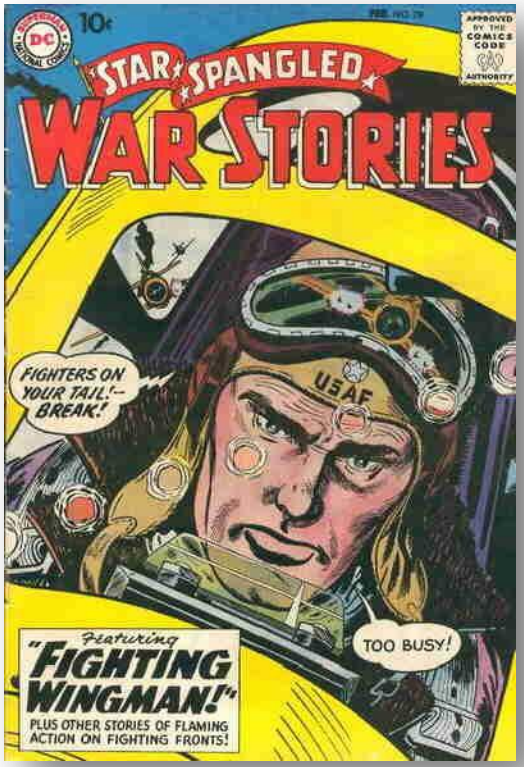
#2 Global Inconsistencies

- Large global company
- Conflict between global grades and local country definition of grades
- Client was not aware countries were doing this
- Made compensation planning difficult to manage



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#3 Culture Change and Rollout



- **Global HR technology and culture change**
- **66 countries, 300,000 employees, 31,000 managers**
- **Tiered rollout strategy for communication and training**

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Poll Question #4

- **Which (if any) of the stories sound most like your organization?**
  - Story #1 – No Data, No Structure
  - Story #2 – Global Inconsistencies
  - Story #3 – Culture Change and Rollout

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Things to Remember…

- **Have your system of record data in order**
- **Start with the talent pillar that is most needed**
  - But the data for performance is probably the shortest putt
- **Note when source systems change it can affect everything down stream**
- **The biggest challenges are culture and data**

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Questions?



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Thank You



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