Talent Management



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Imagine, Create, and Secure a Stronger Peace...



Background on Talent Management





- Board of Visitors recommended an outside review of NDU's Performance Management and Compensation systems in 2013
- Contractor study conducted over 6 months. Briefed to Deans and Executive Council in April 2014
- Study recommended holistic review that better links pay and performance and establishment of a University Talent Management System for Title X employees

NDU-P Specified Requirements:

- Eliminate Title X renewal packages, thereby relieving faculty, staff, and leadership from unproductive bureaucratic work and real dollar savings
- Provide less uncertainty and increased job security for faculty influencing morale and retention
- Conduct holistic Talent Management review of renewals, promotions, pay raises vice one-off packages
- Provide linkage between annual performance cycle and renewals and pay increases
- Develop explicit Assessment Process to determine renewal appointments and pay changes
- Leverage Human Capital Council to assist in developing Talent Management processes and policies
- Include budget linkage in review process to provide greater depth of information and better, more informed decision-making
- Be in harmony with NDU Strategic Plan

Talent Management Review





Talent Management and Workforce Inputs

Component Skill Set Analysis
Performance Management

Review

Professional Development Requirements

External Environmental Scan

- Labor Market
- New Joint/OPMEP Changes
- University Budget

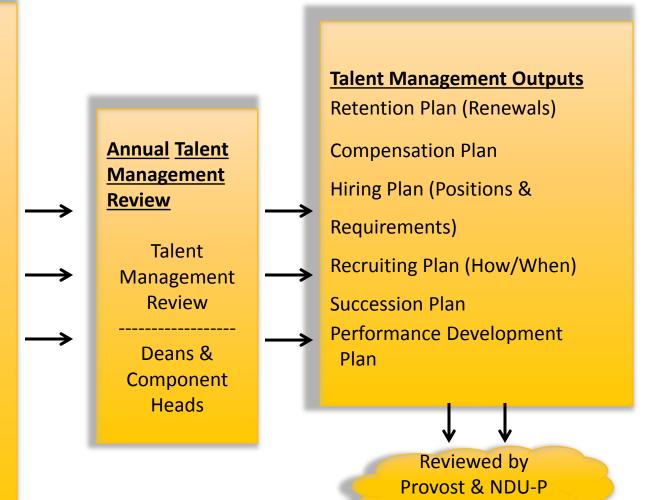
Internal Environmental Scan

- Curriculum Changes
- Military Mix/SERBs
- Known Faculty Transitions
- Memo of Understanding Mix

Promotions (new/upcoming)

Compensation Analysis

Gender/Diversity Analysis



for Approval

Talent Management Phases





- Talent Management Review Conducted in Three Phases
 - Phase 0: Component pre-coordination required with RMD and HR Manpower on Compensation & Hiring Plan (Talent Management Matrix Reconciliation) (Mid Aug 2015)
 - Phase 1: Briefing To Provost by Component Head and/or Dean (with Human Resources Rep); holistic review of all faculty and overall workforce regardless of employment type (Late Aug 2015)
 - Phase 2: To NDU-P by Component Head and Dean (with Provost, Senior Vice President, Chief Operations Officer and Human Resources); holistic review but with focus on Title X assessment criteria/process, faculty in renewal cycle or recommended for a pay change and the component hiring plan (First Week in Sept 2015)
- Majority of Talent Management Work done at Component Level prior to Phase 0
 - Performance Assessment and Overall Assessment
 - Environmental Scan; Skill Gap Analysis; Component Compensation Analysis
 - Workforce Analysis; Succession Planning; Faculty Development Planning
 - Recognition and Performance Improvement Initiatives

Talent Management 2014-What happened?

2014 Revisited

- Policy developed/evolved but not codified in writing
- 70 Renewals done via Talent Management process (plus 20 outside of process)
- More than 30 salary adjustments made in holistic review not made in a vacuum
 - Budgeted for adjustments
 - Acknowledged and fixed many salary anomalies/issues
- 47 Hiring Actions Approved via Talent Management Process

Benefits:

- Eliminated late renewal decisions
- Significantly Reduced Work (Estimated manpower/time savings = >\$175K/year)
- Increased Management Awareness and Improved Faculty Planning
- Increased Transparency and Consistency; Increased Management- Faculty Engagement
- Better Understanding of Top Performers and those in need of assistance
- Allowed for better visibility of impact of Talent Management decisions on the budget

Talent Management Status Update – May 2015





What's Changed for 2015?:

- Talent Management Policy Finalized (Codified in Writing)
- Standardized Talent Management Briefing Content
- More Holistic Review Focus Expanded this Year on Total Workforce
 - Inter-Agency and "Borrowed" Faculty
 - Military Faculty
 - Support Team (Title V/GS Support Staff)
- Conducted in Shorter Time Span during Aug and Sept (vice Fall)
 - Placed between Title X Performance Management Cycle and Fiscal Year Close-out for Budget
 - Facilitates Scheduling
 - Easier to conduct Trend Analysis at NDU level
- More Trust in Talent Managment Process due to Success in 2014

Budget Impacts:

 FY 2015 budget constraints have <u>not</u> derailed Talent Management process but will impact onboarding timeframes and therefore negate some of the succession planning benefits as well as hampered optimization for some new faculty orientation programs