

Talent Management



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



NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

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



Annual Talent Management Review

Talent Management Review

Deans & Component Heads



Talent Management Outputs

Retention Plan (Renewals)
Compensation Plan
Hiring Plan (Positions & Requirements)
Recruiting Plan (How/When)
Succession Plan
Performance Development Plan



Reviewed by
Provost & NDU-P
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 Management Process due to Success in 2014

- **Budget Impacts:**

- FY 2015 budget constraints have not 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