

Talent Management

Focus Area: Transform Workforce
Strategic Objective: People (attract, develop, retain)
Owner: Laura Southard, HR Director & Mary Cornelius, HR Ops Director

Summary of proposed action

Establish and implement a comprehensive talent management strategy to address SPU's short- and long-term workforce needs. This strategy will look at all levels of the organization, assess employee skills, and align those factors with SPU's Promise and Strategic Business Plan.

Description of the problem this action solves

SPU lacks comprehensive programs, systems and processes that enable:

- Recruitment, development and retention efforts
- Skill assessment and competency inventory
- Succession planning
- Workforce planning

More detailed description of the proposed action

To establish a comprehensive talent management strategy, we will:

- Align through business process redesign employment practices to better meet business needs. Current employment processes are inefficient, transactional, and reliant on information submitted via manual forms. A comprehensive redesign of recruitment and selection processes would provide the opportunity to recalibrate the human resource infrastructure to more effectively support SPU business objectives.
- Establish standardized data-based staffing plans. Staffing plans would identify business unit staffing requirements based on factors such as position allocation, required competencies, and employee demographics. Having a common approach to assessing necessary staffing requirements to achieve business outcomes will better inform hiring and staffing decisions and produce high quality hires.
- Develop a comprehensive workforce plan that supports business objectives by maximizing external and internal talent pools. The workforce plan would include strategies to address human capital needs, inform organizational design, support organizational culture change, and reduce risk. The plan includes processes for identifying mission critical roles and developing current employees or acquiring external talent to assume these roles as they become available.

Benefits of the proposed action

This action plan will establish a comprehensive approach to talent management to ensure that SPU has a skilled and competent workforce. Refined recruitment and selection process and tools are essential to improving SPU's current staffing practices which are reactionary and heavily influenced by immediate need rather than the long-term business interests of the organization. Additionally, a systemic approach to recruitment and staffing strengthens the alignment of investments in hiring, retention and employee development with SPU's business objectives and better prepares SPU to manage upcoming retirements.

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Implementation plan and timeline

	2015	2016	2017	2018	2019	2020
Procure Talent Management software and complete implementation (begin in 2014)	X	X				
Align employment operations to business requirements	X	X				
Establish standardized data-based staffing plans	X	X				
Develop and implement succession and workforce plans		X	X	X	X	X
Modify/populate HR technology solution	X	X	X			
Reassess and refine as needed	X	X	X	X	X	X

Budget and FTE Changes (in \$000s)

Fund: All Three Funds - DW, DWW, SW

	2015	2016	2017	2018	2019	2020	Total
O&M Labor	200	200	200	100	-	-	\$700
O&M Non-Labor	100	100	100	100	100	100	\$600
O&M Subtotal	300	300	300	200	100	100	\$1,300
CIP							\$0
Total O&M and CIP	\$300	\$300	\$300	\$200	\$100	\$100	\$1,300
FTE	2.00	2.00	2.00	1.00	0.00	0.00	

- 1 FTE – talent management advisor with recruitment, selection, succession and workforce planning expertise. Focused on initial program development ramp up period. (3 year sunset position; cut position YE 2017)
- 1 FTE – business process redesign and analytics; development of succession, workforce and recruitment analytics for ongoing management by HR Operations team (4 year sunset position; cut position YE 2018)

Plan for evaluating success or progress

- Progress will be evaluated based on the achievement of the milestones; hiring talent management staff, redesign of recruitment and selection process and completed development of succession and workforce plans.
- Recruitment and staffing related metrics to be developed.