Talent Management and the Changing Workforce

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Performance Opportunities (challenges)

- ✓ Skill Development
- ✓ New or Inherited Staff
- ✓ Performance Planning
- ✓ Learning & Development
- ✓ Spiraling Upward

Retention – NASCIO Survey

1. Respondents Placed Workplace Flexibility as the #1 Retention Benefit and #1 Recruitment Benefit

2. Emphasizing Civil Service Benefits Package

3. Offering Educational and Learning Opportunities

Talent Management Strategies

- Attract Top Talent with the Right Capabilities
  - Marketing & Communications Experience
  - Public Speaking
  - Full Knowledge
- Retain "Key Contributors" and Early Career "High Potentials"
- Demonstrate High Performance Team Culture
- Emphasis on Professional Development
- Achieve Recognition as "Profession of Choice"

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Re-Brand Government as…

"Employer of Choice"

I ♥ NY

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Assessing Individual Performance

WHAT

Individual Goals

- ✓ Executes all aspects of job, produces high-quality work in line with key business goals

HOW

Superior Customer Experience

- ✓ Understands connection between own work & customer satisfaction and acts accordingly

Teamwork in Support of Winning Culture

- ✓ Supports others, positive attitude, direct, promotes teamwork

Winning with integrity

- ✓ Trusted, admits mistakes, puts team ahead of personal achievement

Effective leadership

- ✓ Effectively builds, motivates & increase performance level of team

Mercer Human Resource Consulting

Performance Planning

- ✓ Leading Change
- ✓ Leading People
- ✓ Business Acumen
- ✓ Building Coalitions
- ✓ Results Driven

Senior Executive Service Performance Management System – Office Personnel Management

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Performance Rating

Critical Element	Rating Level Initial Element Score	Weight	Score Initial Point Score	Summary Level Range
1. Leading Change	4	15	4 x 15 = 60	475-500 = Level 5
2. Leading People	5	15	5 x 15 = 75	400-474 = Level 4
3. Business Acumen	3	15	3 x 15 = 45	300-399 = Level 3
4. Building Coalitions	4	15	4 x 15 = 60	200-299 = Level 2
5. Results Driven	4	40	4 x 40 = 160	Any CE rated Level 1 = Level 1
Total		100%	400	

Performance Standards

Level 5 - Extraordinary impact on organization's mission, inspirational leader, fosters a climate of excellence

Level 4 - Proven highly effective, builds trust, instills confidence & exceeds performance goals

Level 3 - Effective, solid, dependable & delivers high quality results, finds solutions and champions change

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Level 2 - Acceptable in the short term, occasional lapses, limited ability to inspire direct reports

Level 1 - Performance deficiencies that detract from mission, viewed as ineffective by leadership, peers and employees

Improve Performance with Communication

- ✓ Tailor messages to explain shared services to all stakeholders
- ✓ Schedule regular meetings among stakeholders
- ✓ Use emails, surveys to solicit stakeholder feedback
- ✓ Employee engagement teams
- ✓ Target program managers rather than IT officials during initial project stages
- ✓ Ensure regular communication after new services are adopted

Supervision

- ✓ Coaching for Performance

  What you do and *How* you do it

- ✓ "Knee to Knee" or "Ear to Ear" meetings consistently

- ✓ Strength Based

- ✓ Open Door Policy – (a little dated)

- ✓ Focus on Professional Development

Professional Development Plans

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On-the Job Activities *(Open Chair departmental meetings)*	**Group Job Assignments** *(Agency workgroups)*
External Seminars *(Leadership Conf.,)*	**Internal Workshops** *(rich in learning opportunities)*
Coaching *(Supervision of others)*	**Mentoring** *(ask an outsider to mentor you)*
Books/Articles *(Lincoln on Leadership, Good to Great)*	**Self-Paced Study** *(e-learning, 26 week Learning Thursdays)*
Formal Education *(tuition reimbursement, Civil Service tests)*	**Other** *(Explore Carver Governance)*

Building Talent....Leadership Development

- ✓ Open Chairs
- ✓ Public Speaking – 3 x per year
- ✓ Retention Meetings
- ✓ 3 Day Rule
- ✓ Recapture Strategies

Developing Talent

Servant Leadership (Robert Greenleaf)

- **A practical philosophy which supports people who choose to *serve first, then lead the way***
- **Servant leaders may or may not hold formal leadership positions, but are fully committed to the growth of people**
- **Servant leadership encourages collaboration, trust, foresight, listening and the ethical use of power and empowerment**

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Servant Leadership Qualities

Stewardship

Foresight

Empathy

Persuasion

Awareness

Conceptualization

Healing

Listening

Community Building

Commitment to Growth of People

Defined by Larry Spears, former CEO Greenleaf Center

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Six Value Shifts

- ✓ Expectation of Partnership
- ✓ Expectation for Balance and Synergy
- ✓ Expectation that Work Has a Noble Cause
- ✓ Expectation of Growth and Development
- ✓ Expectation of Community
- ✓ Expectation of Trust

Are You a Servant Leader?

- ✓ Do people believe that you are willing to sacrifice your own self-interest for the good of the group?
- ✓ Do others have confidence in your ability to anticipate the future and its consequences?
- ✓ Do others communicate their ideas and vision for the organization when you are around?
- ✓ Do others believe you are preparing the organization to make a positive difference in the world?

Thank You!

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