Talent Management

Webinar
Hosted by ALCTS, Association for Library Collections & Technical Services
March 22, 2017
Meredith Taylor, Ph.D.
Agenda

- What is talent management and why is it important?
- Talent management in libraries and technical services
- Overview of ARL Talent Management Survey results
- Takeaways for you and your organization
Objectives

- Learn about the components of talent management and their relationship to organizational strategies and outcomes.

- Understand talent management within the context of libraries and technical services.

- Know how to get started addressing the talent management needs of your team and organization.
What is Talent Management?

“An integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs.”

(Source: Silzer and Dowell, 2010, p. 18)
# Traditional HR vs. Talent Management

<table>
<thead>
<tr>
<th>Traditional HR</th>
<th>Talent Management</th>
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</thead>
<tbody>
<tr>
<td>Separate HR programs and processes</td>
<td>Integrated HR practices, programs and processes</td>
</tr>
<tr>
<td>Individual and manager skills focus</td>
<td>Organizational capabilities</td>
</tr>
<tr>
<td>Reactive Services</td>
<td>Proactive Services</td>
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<tr>
<td>Standardized procedures and compliance</td>
<td>Customized consulting and programming</td>
</tr>
<tr>
<td>Not aligned with organizational/university strategy</td>
<td>Aligned with organizational/university strategy</td>
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</tbody>
</table>
**STRATEGY**
- Business/Org Strategy
- Talent Strategy
- Recruitment Strategy
- Retention Strategy
- Compensation Strategy

**SYSTEMS AND PROGRAMS**
- HRIS Systems
  - Training
- Professional Development
- Leadership Development

**PROCESSES, TOOLS AND ASSESSMENTS**
- Competency Models
- Development Plans
- HIPO Identification
- 360 Assessments
- Performance Assessment
- Job Analysis and Design
- Compensation Analysis and Design

**INDICATORS**
- Organizational Outcomes
- Financial Outcomes
- Employee Engagement Scores
- Voluntary Turnover Rates
- Performance Ratings
- Program Evaluation
**Elements of Talent Management**

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Value of Talent Management

Increases Organizational Capabilities

Increases Personal Abilities

Source: Ulrich & Brockbank, 2005

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Libraries Landscape

- Moving from collections-based organizations to services-centered organizations
- Work in libraries is driven by technology and becoming increasingly complex
- More competition for technology/information workforce
- Libraries becoming integrated in campus initiatives around student success, teaching/learning and research
- Different needs in 21st century library which require different jobs and different skill sets
- Budget cuts and constraints
Libraries Workforce

- 30% of the librarian workforce will be retiring between 2015 and 2025
- 82% turnover rate in executive leadership of ARL libraries since 2005; 26% in 2013 alone
- Demographic shifts

Sources, Davis, 2009; Puente, 2014

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ARL age profile as projected from 2000 data

Source: Wilder, 2012

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Technical Services Landscape

- Nature of the work is changing
- Technology is driving the change, requires more IT skills
- Distributed nature of the work
- Work is becoming either simple or complex

Sources: Weiss, Luesebrink, Glerum, Ziegler, 2012

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Technical Services Workforce

- Shrinking technical services divisions
- Outsourcing of many technical services functions
- Relying more on paraprofessional staff

- Are you experiencing re-training or re-skilling challenges?
- Are you having trouble finding job candidates with the skills that are needed?
- Are you losing critical knowledge with attrition?
Need for Talent Management on the Rise

- Human capital is largest university expense
- Moved past the idea that simply cutting budgets and moving money around will make the organization more effective
- Call to align HR practices with organizational strategy, unique organizational demands, and personal career aspirations
- “Little formal programming in higher education that supports strategic talent management practices...as a result universities lag behind industry in their practices to develop and retain talent (ASHE, 2012, p. 46).”

Sources: ASHE, 2012, Cantrell & Smith, 2010

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Talent Management is Tough to Implement

- Customized solution, scalability (Boudreau & Rice, 2015)
- HR and client skill gaps, especially strategy (Cappelli, 2015) (Jacobson & Sowa, 2012)
- Declining of resources (Martin et. al., 2012) (ASHE, 2012)
- Disruptive (Silzer and Dowell, 2010)
- Centralized tools (e.g. HRIS systems) expensive and complex (Boudreau & Rice, 2015)
ARL Talent Management Study 2014

ARL Talent Management Study 2014

- Survey was distributed to all 125 member libraries in July 2014

- Response rate was 42% (53 libraries)

Survey investigated:
- Talent strategy
- Recruitment and hiring
- Retention
- Employee engagement
- Job classification management
- Compensation management
- Performance assessment
- Competencies
- Professional development planning
- Leadership and succession planning
Poll Question One

Does your library have integrated talent management processes, programs and norms that are aligned to your organization’s strategy?

- Yes
- No
Key Survey Finding

Lack of systematic and strategic approach to talent management

- Implementing parts of a strategy, e.g., professional development or performance assessment
- Ad hoc, informal or fractured approach
- A few libraries have talent management programs underway either in the library or at the institutional level
Poll Question Two

Does your library have challenges around the re-training or re-skilling of your current staff?

- Yes
- No
Poll Question Three

Please check any skill sets below that your library has had trouble recruiting for recently:

- Subject expertise (e.g., Chemistry)
- Information technology expertise
- Language expertise
- Senior management/executive expertise
- Functional expertise (e.g., copyright)
Key Survey Finding

Widening skill gap in the workforce

- Current employees less able to be re-trained or reskilled
- Many job candidates do not have skills needed, especially IT skills
Key Survey Finding

Identified need for IT skills and executive expertise, but not having talent management strategies in place

- Not valuing the right credentials
- Lack of retention strategy
- Lack of leadership development
- Lack of succession plan
What can your library do?

Big picture:
- Align TM/HR strategy to library strategy
- Work on the strategic priorities and challenges first
- Get the data if you don’t already have it
- Make resource decisions based on talent management

Programmatic starting points:
- Develop competency model (recruitment, appraisal, development)
- Complete job analysis
- Undertake compensation analysis
- Undertake succession planning
What can you do?

Big picture:
- Discuss these ideas with your HR support and leadership of your organization
- Review organization’s strategic plan and align your team’s workforce to it
- Work on your team’s biggest challenges first: retention, succession planning, developing current employees

Programmatic starting points:
- Identify HIPOs for development
- Create customized development plans
- Develop a succession planning for your team
Resources


Resources


Mark Puente, email message to author, October 29, 2014.

Resources


Thank You

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