THE SHIFT:
FROM PERFORMANCE MANAGEMENT TO TALENT MANAGEMENT

TODAY’S ENVIRONMENT

- Demands high performing organizations
- Respect people, the work they do and their time
- High performing teams and individuals

At Regional Health, we value Lifelong Learning and have created an organizational learning culture that focuses on achieving strategic goals, while meeting individual demands for development. During this seminar you will learn about the corporate, department, and team Organizational Development (OD) work that drives performance and strengthens the organization.
“PERFORMANCE” → “TALENT” MANAGEMENT

- External
  - Competition
  - Regulation
  - Customer Expectations
  - Supply

- Internal Demands
  - Engagement
  - Accountability
  - Sustainability
  - Demand

HR ISSUES FACING ORGANIZATIONS

- Developing employees
  - Knowledge/Skills/Abilities
  - Future leaders

- Workforce planning
  - Recruitment
  - Risk Analysis

- Compensation
  - Culture integration

- Performance Mgmt
  - Linking Strategy to Goals
  - Linking performance and results to pay

- Retention
  - High performer

- Engagement

- Succession planning

- Leadership development

- Effective On-Boarding
“If the other guy’s getting better, then you’d better be getting better faster than that other guy’s getting better . . . or you’re getting worse.”

-- Tom Peters
The Circle of Innovation

PERFORMANCE MANAGEMENT

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals.

Employee performance management includes:

- planning work and setting expectations,
- continually monitoring performance,
- developing the capacity to perform,
- periodically rating performance in a summary fashion, and
- rewarding good performance.

Source: OPM.GOV
TALENT MANAGEMENT

A process to optimize human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.

Focus on Potential
Talent Management is not an “HR process,” rather it is a “business process”

WHY DOES TALENT MANAGEMENT MATTER?

Talent Management Practices = High Performing Organization

- Downsizing/Restructuring
- Improving Performance and Engagement
- An Aging Workforce and Impending Retirements
- Improving Skill Levels and Enabling Business Opportunities

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
WHO IS IT FOR?

- All employees who are assigned and held accountable for doing work

INTEGRATED TALENT MANAGEMENT
INTEGRATED TALENT MANAGEMENT

TALENT STRATEGY & WORKFORCE PLANNING

Talent planning (workforce planning) is the process for using an organization’s existing capabilities and potential to meet current and future business needs.

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
2 RECRUITMENT & RETENTION

Recruitment:
The practice actively seeking applicants to fill recently vacated or newly created positions using a variety of methods.

Retention: Efforts by employers to retain current employees in their workforce. The purpose is to avoid employee turnover and associated costs: hiring and training expenses; productivity loss; lost customers; diminished business; and damaged morale among remaining members of the workforce.

3 ONBOARDING

Onboarding is process of assimilating new employees to our culture.

- Reduces costs
- Reduces time to productivity
- Improves retention
- Improves productivity and performance
- Boosts workforce engagement, morale and commitment
- Creates staffing process consistency
- Prepares employees to fit into our culture
4 PERFORMANCE MANAGEMENT

The process of maintaining or improving employee job performance through the use of performance assessment tools, coaching and counseling as well as providing continuous feedback.

- Goal setting
- Employee self-assessment
- Management assessment
- 360-degree assessment
- Development planning
- Coaching and development discussions

5 LEARNING & DEVELOPMENT

Organizational activity aimed at bettering the performance of individuals and groups in an organizational setting. It involves the continual improvement of competencies in the organization.

- Encourages employee engagement – essential to a high performance workplace
- Improves skills which improves performance
- Personal growth and satisfaction
- Development opportunities improve retention
- Ensures health and vitality in developing future leaders for succession opportunities.

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
6 SUCCESSION PLANNING

The process of identifying long-range needs and cultivating a supply of internal talent to meet those future needs and assist in finding, assessing and developing the human capital necessary to the strategy of the organization.

- Survival/Preservation
- Culture of business
- Cost savings
- Better retention
- Better change/transition management
- Creating future leaders

6 SUCCESSION PLANNING VS. REPLACEMENT PLANNING

<table>
<thead>
<tr>
<th>Replacement Planning</th>
<th>vs.</th>
<th>Succession Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focused on a specific position or vacant position</td>
<td>Develops a pool of potentials for multiple job opportunities</td>
<td></td>
</tr>
<tr>
<td>Ladder within the dept/area or hire from external</td>
<td>Continuity of leadership</td>
<td></td>
</tr>
<tr>
<td>Hire then on-the-job training</td>
<td>Cultivates talent from within</td>
<td></td>
</tr>
</tbody>
</table>

Provides growth opportunities
Preserves organizational culture

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
**7 MANAGEMENT DEVELOPMENT**

*Formal and informal training and professional development programs designed for all management and executive-level employees to assist them in developing the skills and styles required to deal with a variety of situations.*

- Improve current management skills
- Develop visionary leaders
- Build bench strength for future leaders

**8 COMPENSATION**

*A reward used by employers to attract, recognize, and retain workers. Compensation can be referred to as direct, real money, and indirect which includes benefits.*

- Total compensation
- Pay for Performance – organizational & individual
- Recruitment
- Retention
INTEGRATED TALENT MANAGEMENT

Based on Competency Management and Increased Engagement

Talent Strategy & Workforce Planning
Recruitment & Retention
Onboarding
Performance Management
Learning & Development
Succession Planning
Management Development
Compensation
Future planning Business level talent plans Gap and risk analysis
Effective business decisions High performance HR skills
Effective pay equity and efficiency Comparative pay analysis
Leadership modeling Gap analysis Talent pool development
Individual competence development Organizational development
Recruitment efficiency and effectiveness Re-recruitment and retention strategy
New employee alignment and culture integration
Alignment Competency and Performance assessment

TALENT MANAGEMENT

Why, again?
On average it costs $25,000 to $50,000 to replace an employee.

But what's the cost if they were one of our top employees and went to a competitor?
The cost may include:

- Taking existing clients
- Revealing plans/opportunities
- Competitor winning potential clients

How valuable would it be to know if your Top Talent is about to resign voluntarily and unexpectedly?
Since 2005, technology has been used to predict employee flight risk, hence providing support to “gut feel.”

Key people drive the business

What happens when they disappear?
No coverage for roles

No back up plan

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
Untrained people could be thrown into critical roles

Successors will build our bench strength and organization resilience for unexpected events and losses

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
Protect our organization by growing and developing future leaders

We need to effectively manage Talent with:
- Strategies
- Visibility
- Management Tools

Refer questions to Daniel Mendez, Director of Regional Health Education and Development at 719-8015 or by email at education@regionalhelath.com.
TODAY’S ENVIRONMENT

- Demands high performing organizations
- Respect people, the work they do and their time
- High performing teams and individuals

At Regional Health, we value Lifelong Learning and have created an organizational learning culture that focuses on achieving strategic goals, while meeting individual demands for development. During this seminar you will learn about the corporate, department, and team Organizational Development (OD) work that drives performance and strengthens the organization.

QUESTIONS?

Daniel J. Mendez, MSEd.
Director

Regional Health
Education & Development
353 Fairmont Boulevard Rapid City, SD 57701
(605) 719-8026 Fax (605) 719-4318
dmendez@regionalhealth.com