Building Your Talent Pipeline
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Professional Development

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Main Components of Building Your Talent Pipeline

• Professional Development
• Leadership Development
• Succession Planning
Why Start with Professional Development?

All staff members need to learn new skills to maintain and develop knowledge, skills, and abilities, (KSAs) to contribute to the success of the organization.
Professional Development at ABEM

• Staff development is a priority.
• Strive for a culture of learning.
• Aligning learning opportunities with individual and area responsibilities.
Step One
Plan, Assess, and Set Goals
Collaboratively develop and maintain, with immediate supervisor, a set of professional development goals for the year.
"The discipline of writing something down is the first step toward making it happen."
As a starting point, use the job description and develop goals that are:

- Meaningful and rewarding
- Benefit the organization
- Benefit the community we serve

Goal Setting
- Specific
- Measurable
- Agreed upon
- Realistic
- Time-based
Maintenance Goals

All staff development plans must include some goals that focus on *keeping up-to-date* with changes within the organization and the position.
Stretch Goals

Staff are encouraged, but not required, to expand capabilities by setting goals that will allow for developing *new or different* KSAs.
Growth through Stretch Goals

Stretch goals are an opportunity for staff to identify areas they would like to grow in their current position and/or within ABEM.
Career Self Assessment

An optional tool is available to help staff personally assess:

— Career wants and needs
— Current and future interests
— Strengths
— Obstacles
Goals Worksheet

Once the worksheet is completed, staff and supervisor meet to:

• Discuss and agree upon goals
• Document and sign the worksheet
• Turn it into Human Resources for recording in the HRIS
Step Two
Professional Development Activities
Throughout the Year

Staff will participate and document learning activities that will achieve the goals in their plan.

30 hours are required each year, in order to be eligible for pay increases.
Learning Activities

Formalized Training:
• Courses
• Webinars
• Workshops
• Professional events
• Seminars
• Lynda.com videos [www.lynda.com](http://www.lynda.com)
• Group Learning Opportunity (GLO) Sessions

On The Job Training:
• Orientation
• Onboarding
• Training new staff or peers
• Special projects
• Sharing knowledge that will allow for reassignment or sharing of responsibilities
ABEM Academy

Monthly offering of peer led training. Credit for preparation and leading a session. Recent and upcoming topics:

• Postgraduate Residency Training Programs
• Business Analysis / Systems Development
• Google Analytics and Social Media
• Evaluation and Research 101
Step Three

Track and Revise Goals
Through the growth that results from a successful staff development program, the next steps in the talent pipeline can be more informed and identified.

- Leadership Development
- Succession Planning
“Achieving your goal is great. Exceeding your goal is exceptional. Exceeding your goal and teaching others is leadership.”
Leadership Development at ABIM

Donna Campbell, SPHR, SHRM-SCP, Director, Human Resources
Sue Henick, MS, Senior Talent Development Partner
Leadership Development Planning

- Gather input from leadership and employees
- Identify leadership competencies
- Determine target group
- Review and select training program
- Nominate and select participants for pilot program
- Launch
- Evaluate
Input from Leadership

● Answers to these two questions:* 
  - What are the top three challenges leaders face at ABIM today, based on current business environment, vision, strategy, etc.? 
  - What are the top skills needed to address those challenges?

*Adapted from Association for Talent Development
Identify Competencies

- Summarized themes from leadership input
- Involved employees in group exercise to prioritize competencies from a set of competency cards*
- Created a list of competencies from both sets of data

*ssatraining.com

Competencies
- Change Management
- Coaching & Developing
- Collaboration
- Communication
- Customer Focus
- Integrity & Professionalism
- Problem Solving & Decision Making
- Vision & Strategy
Determine Target Group

- Due to recent reorganizations and retirements, the top priority was to provide support to recently promoted, new managers
- With an eye toward succession planning, high potential individual contributors would also be included in the pilot group
Review and Select Program

● Criteria:
  • Aligns with competencies
  • Allows for a flexible schedule with time in between sessions for application of skills on the job
  • Focuses content level for less experienced managers
  • Fits budget, cost-effective

● Selected program:
  • Business Training Experts: The Leadership Journey*  

*btelearning.com
Leadership Journey

● Program Highlights
  - Modular curriculum, 24 courses total
  - Short, concise - 1.5 hours per topic
  - Materials include short video along with facilitator, participant, and follow-up guides
  - Participant and manager expect to meet in between sessions to discuss and apply information

● ABIM Version
  - 14 selected from 24
  - One additional topic designed = 15 total
  - Three-hour sessions, two topics per session
  - Monthly sessions for eight months
  - Customize some of the content and activities
Nomination and Selection Process

- Criteria for participation
  - Current supervisors/managers or above with less than three years in a direct supervisory position
  - High performing individuals who aspire to people management roles
- Participants nominated by leadership
- Forms reviewed by Human Resources
- Senior Executive Team makes final selection on initial 12 for pilot group
Launch Scheduled for October

- Half-day workshop/discussion scheduled monthly from October – May
- Meeting scheduled before first day with participants’ managers to review importance of their role in follow-up and application after each session
- Periodic check-ins during program and final evaluation after last session to get feedback from participants and their managers
Succession Planning

Jennifer Hopp, SPHR, SHRM-CP
Human Resources Administrator
Succession Planning

• What is it?
• Why do you need it?
• Where do you start?
• Moving forward
• What we learned
What is it?

• A process for identifying and developing internal people with potential to fill key leadership positions.
• Increases the availability of experienced employees to assume roles as they become available.
Why do you need it?

“Without it, companies are not prepared to fill openings created by retirements or unexpected departures, nor are they able to meet demands for additional corporate leaders resulting in growth”
How do you start?

• Identify leadership needs in the future
  – What strategic initiatives are coming?
• Identify critical skills/knowledge at risk of being lost
  – Who is retiring? Who might leave?
• Assess what skills are lacking for future needs
• Prioritize these needs
Future Leadership Needs

• Scheduled an Executive staff retreat to identify critical leadership needs in the next 5 years
  – Exec team was to think about the structure of their individual departments in the future and what positions/people would be needed as leaders
Critical Skills/Knowledge

• Exec staff were provided a “skills gap analysis” tool by HR prior to meeting for completion
  – *See handout
  – Identified what critical skills/knowledge their staff have
  – Ratings determined who had the highest risk factor (retirement, turnover, education required)
Assess Skills Gap

• Used tool to also assess what skills each department has and what skills are missing

• Any staffing gaps?
Prioritize

• Used highest risk factors as higher priorities
• Discussed in Exec team retreat each department’s priorities compared to the organization
• We then set a timeframe to address those priorities over the next 5 years
Moving Forward

• We determined key employees who would proceed through leadership training to be positioned strategically
  – Utilized Center for Creative Leadership’s Leadership Development Program (LDP)
  – Includes a 360 review for the employee and a week of intensive leadership training
  – Budgeted 1-2 staff per year to attend
Moving forward

• We were able to identify skill gaps and at-risk skills/knowledge and are focusing on cross-training staff
  – Try to identify a backup person for those positions with critical skills
  – Ensure exposure and continuing education
Moving Forward

• We plan to revisit our succession planning discussions semi-annually to ensure we stay on track
• High level plans were shared with our Board
• Will utilize our performance management system to further track progress
  – Ex. Goal setting, professional development
What we Learned

• Vulnerable spots in the organization
• Future leaders are available internally
• Succession planning doesn’t have to be complicated
  – Open and transparent discussions with top leadership made real progress
• There are organizations to do this for you
  – EDSI Consulting
Q & A

Thank you for listening!