

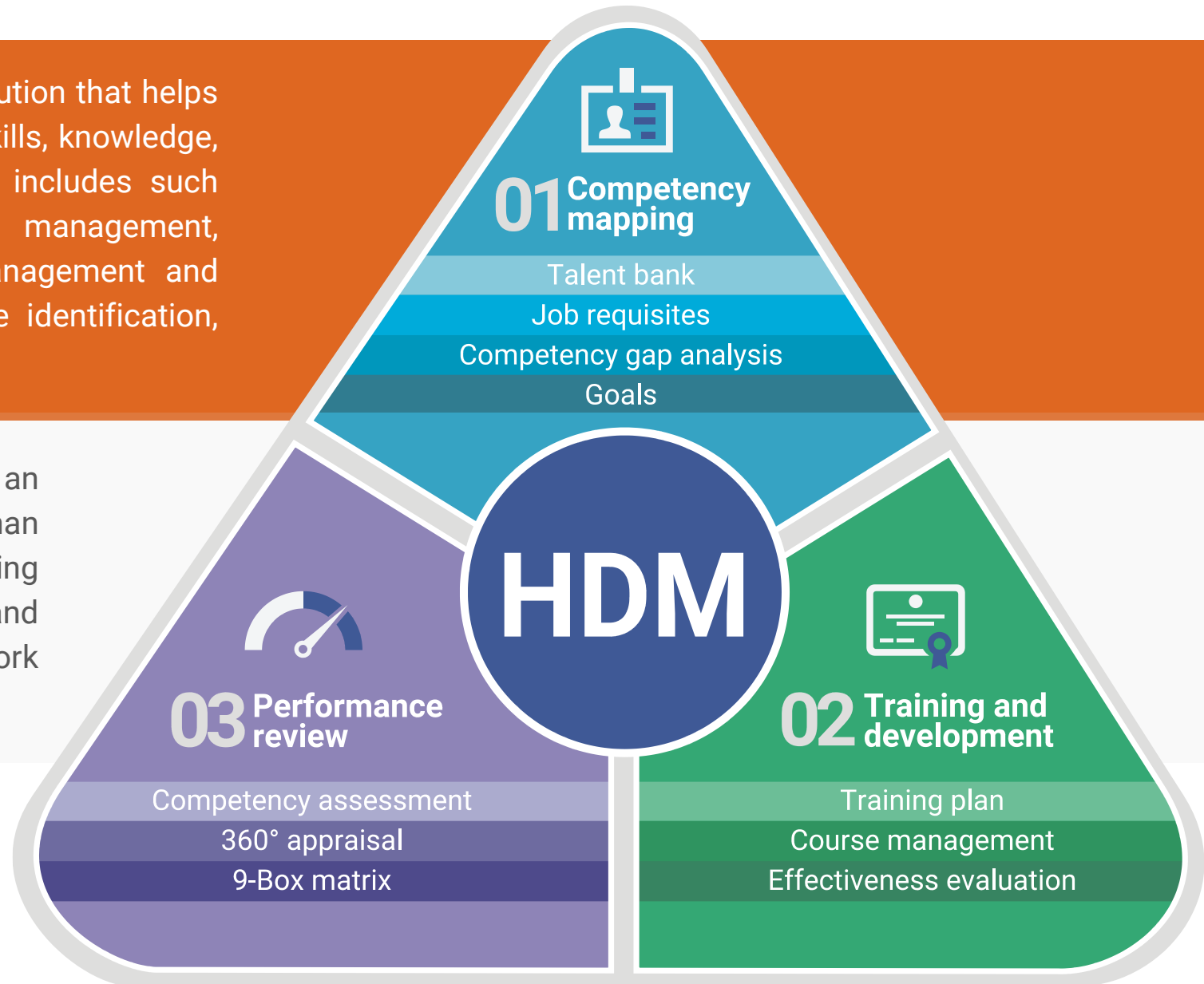


3 Key Practices to Improve Talent Management

Human Development Management (HDM) is a solution that helps employees develop personal and organizational skills, knowledge, and abilities. Human Development Management includes such opportunities as employee training, course management, employee career development, performance management and development, succession planning, key employee identification, and organization development.

In the race to gather the best resources and gain an edge on the competition, every aspect of Human Development Management is focused on developing a superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Get ready to improve talent management with 3 key elements!
Ready? Set... GO!





01 Competency mapping

The first key element is competency mapping. Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using them for job evaluation, recruitment, training and development, performance management, succession planning, etc. The competency framework serves as the bedrock for all HR applications. As a result of competency mapping, all HR processes, like talent induction, management development, appraisals and training, yield much better results.

Every well managed organization should have well-defined roles and a list of competencies required to perform each role effectively. Competency mapping analyzes individual behavior to gain a better understanding, helping to improve individual career growth.

Appropriate use of competency mapping will result in enhanced talent management, the best definition of job requirements, a complete analysis of competency gaps and a clear definition of goals related to a company's competencies.

Talent bank

In businesses where people make all the difference, nothing could be more important than talent management. Attracting great people is the first step, but you also need a talent strategy to attract the right people and then engage, develop and maintain talented professionals at your organization.



Job requirements

Decoding strategy and identifying business and organization requirements is key to determining job requirements.

Job requirements are “must have” items in a given discipline or after a certain number of years of supervisory experience.

Competency gap analysis

The competency gap analysis helps to refine and define skills the organization needs, now and in the future. This analysis also lets employees know what critical skills they will need to grow.

One collateral benefit is improvement in recruiting efforts when current employees do not have the skills or interest.



Goals

Integrating competencies within the performance management process supports the provision of feedback to employees not only on “what” they have accomplished (i.e., performance goals), but also on “how” the work was performed, using competencies for providing feedback.

Assessing competencies as a part of performance management is an important means of assisting employees in understanding performance expectations and enhancing competencies.





02 Training and development

The second key element, **training and development**, presents a prime opportunity to expand the knowledge base for all employees. Training and career development are vital at any company or organization whose aim is progress. Training simply refers to the process of acquiring the essential skills required for a certain job. It targets specific goals, such as understanding a process and operating a certain machine or system.

Training allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. Since a company is the sum total of what employees achieve individually, organizations should do everything in their power to ensure that employees perform at their peak.

Establishing a complete training plan for the organization in addition to detailed course management will certainly augment positive results in the effectiveness evaluation and increase the organization's knowledge.

Training plan

In the time-to-market quest, the competitive advantage has shifted from the product cycle to the knowledge cycle for most organizations. Now is the time to use knowledge management to enhance training plan quality. Training is very important for organizations to increase the capabilities of human capital.

Course management

Course management helps managers and instructors with the development, delivery and measurement of ongoing employee training while assuring that training is advancing at the required rate and level of proficiency.

Course management dramatically increases the efficiency of the entire course booking and management process.



Effectiveness evaluation

In this global marketplace, it is essential to maintain a competitive advantage through the workforce. Each year many millions of dollars are spent around the world on training and courses. It would seem reasonable to establish just how effective training/courses are, if only to help justify their budget.

Training/course intervention has to be designed to meet the needs of the organization by satisfying competence development requirements for individuals and groups. By achieving this goal and gathering positive results in effectiveness evaluations, organizations have a rational and justifiable case for training/courses and are able to prove that this investment really does deliver tangible benefits.



03 Performance review

The third key element, **performance review** (or performance appraisal) is a process for individual employees and those concerned with their performance to discuss their performance and development, as well as the support they need in their role. It is used to both assess recent performance and focus on future objectives, opportunities and resources needed.

Finding and keeping good staff is a challenge for most businesses. Conducting performance reviews is an effective way to recognize and reward staff contributions, which can help you retain the expertise you need and minimize your business's staff turnover and recruiting costs.

A good competency assessment framework combined with 360° appraisals will provide more holistic performance feedback on employees and the leadership team from peers, direct reports, customers and partners. The results could be graphically displayed in a 9-box matrix, enhancing the organization's talent management.



Competency assessment

Competency assessment is an ongoing process of continually building knowledge and skills. Organizations are much more dynamic now and competency assessment addresses the need to stay ahead of the curve.

The organization will benefit from increased productivity and profitability by ensuring employees have the capability to meet their objectives.



360° appraisal

The 360° appraisal process collects data from multiple perspectives rather than from just the direct supervisor, like with traditional methods. The process is customer-focused and defines customers as outside the company and as in-company, such as a person in another department with whom the manager interacts frequently. When implemented properly, the process delivers direct, honest feedback to the manager. By reviewing the perceptions of others, managers are able to more clearly perceive the effect their behaviors and attitudes have on others.



9-Box matrix

The performance and potential matrix, commonly referred to as the “9-Box matrix,” is a simple yet effective tool used to assess talent within organizations. It assesses individuals on two dimensions – their past performance and their future potential.

The 9-Box matrix is one of the most widely used tools in succession planning and development. It can be a valuable tool for anyone who works in talent management or for any manager.

Now that you already know the 3 key practices to improve talent management, learn also about the best solution to help you to implement and manage these practices in your organization.



SoftExpert HDM

Develop talent. Build success.

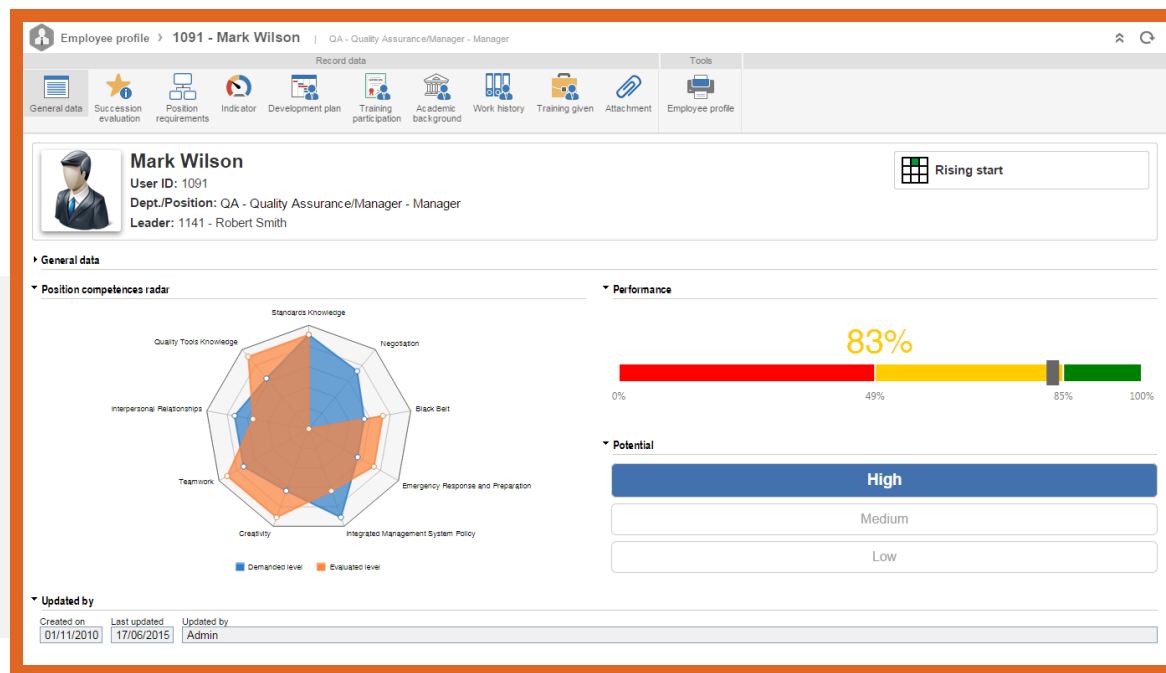
SoftExpert HDM is complete software for integrated talent management. It can help organizations enhance effectiveness and efficiency by leveraging talent data and tools that will help better manage and develop current talent, while identifying and implementing plans to meet future needs. It also helps managers to motivate employees through highly relevant performance feedback, while aligning the entire workforce with the organization's strategies and priorities.



Competency mapping

Talent bank

Talent bank > Analysis of candidates Search fields				
Search field	Charts	Tools		
Analyze	Competences radar	Export		
Hire date	14/07/2014 (1 year)	14/07/2014 (1 year)	01/05/2013 (2 years, 2 months, 1 week and 6 days)	01/01/2012 (3 years, 6 months, 1 week and 5 days)
Termination date				
E-mail	adam.cooper@softexpert.com	markw@softexpert.com	jack.hughes@softexpert.com	john.sea@softexpert.com
Phone #	+55 47 21011102	+55 47 21010000	+55 47 21012101	+55 47 21011422
Address	151 Tijucas St., Joinville, Downtown	151 Tijucas St., Joinville, Downtown	1910 Petersburg St., Joinville, Itaum	15 Furshtatskaya St., Joinville, Iriuru
Comments	Handles situation with ease	Interacts effectively with the team	Builds rapport with everyone	Takes initiatives
Succession evaluation				
Performance	100.00% ⓘ	83.33% ⓘ	75.00% ⓘ	62.50% ⓘ
Potential	High ⓘ	High ⓘ	Medium ⓘ	Medium ⓘ
Promotability	Financial - Financial/Coordinator ⓘ			
Risk of loss	High - likely to quit within 1 year ⓘ		Medium - likely to quit within three years ⓘ	Medium - likely to quit within three years ⓘ
Impact of loss	High ⓘ		Low ⓘ	Low ⓘ
Reason for leaving	Dissatisfaction with salary ⓘ		Dissatisfaction with the leadership ⓘ	Dissatisfaction with the leadership ⓘ
Position in 9 Box matrix	Star	Rising start	Core employee	Core employee



Job requirements



Competency mapping

Competency gap analysis

Soft Expert Home Portals My tasks Components Shortcuts

Q View TNA Matrix X employee (TR039)

Search filters

Quick search

Saved searches

Department

Select department

TNA Matrix X employee

Display Course

Status

And Or

Advanced filters

Save SEARCH

Employee	0001	GB00	GB04	GB05	PM01	PM03	NE	U
Dept.Position: HR - Human Resources/Manager - Manager								
5467 - James Locham							02	-
Dept.Position: PMO - PMO/Project Manager - Project Manager								
linx - Linx							01	-
Dept.Position: QA - Quality Assurance/Manager - Manager								
0001 - Harry O. Summers							03	-
097115 - Ana Schneider							03	-
104115 - Harry B. Summers							02	01
107111 - Karry Oliveira							03	-
1091 - Mark Wilson							02	01
171208 - Harry O. Summers							03	01
Not evaluated	10	05	09	01	-	01	26	-
Unqualified	-	03	-	-	-	-	-	03
Past due training	-	03	-	-	-	-	-	-

Soft Expert Home Portals My tasks Components Shortcuts

Q View Qualification status (CO014)

Search filters

Competence

S	R	MT	I	Seq.	Competence type	ID #	Name	Demanded level	Evaluated level	Score	Evaluation date	Weight
Employee: Project Engineer - Project Engineer (ENG - Engineering/Engineer I - Engineer I)												
				1	EB	EC	English Course	Completed - Completed	High - High	10.00	26/05/2015	1
Employee: danielMayer - Daniel Mayer (PRD - Production/Coordinator - Coordinator)												
				5	QS	QT	Quality Tools Knowledge	Good - Good	Good - Good	8.00	15/06/2015	3
				6	BS	DM	Decision Making	Excellent - Excellent	Excellent - Excellent	10.00	15/06/2015	1
				7	FS	NE	Negotiation	< 08 - From 05 years to 08 years	< 08 - From 05 years to 08 years	8.00	15/06/2015	1
				8	MS	FM	Financial Management	Good - Good	Good - Good	8.00	15/06/2015	1
Employee: rortiz - rortiz (PMO - PMO/Project Manager - Project Manager)												
				1	MS	PM	Project Management	Regular - Regular	Good - Good	8.00	12/06/2015	1
				2	QS	BB	Black Belt	Regular - Regular	Good - Good	8.00	12/06/2015	1
Employee: villares - villares (PMO - PMO/Project Manager - Project Manager)												
				1	MS	PM	Project Management	Regular - Regular	Good - Good	8.00	12/06/2015	1
				2	QS	BB	Black Belt	Regular - Regular	Good - Good	8.00	12/06/2015	1

Total records: 115

Goals



Training and development

Training plan

The Training calendar interface displays a monthly view of training sessions. The calendar is organized by days of the week (Sun to Sat) and dates. Training sessions are represented by colored blocks with icons and text. A search filter panel on the left includes a quick search bar, saved searches, and duration filters. A calendar navigation widget shows the current month (March 2014) and allows switching between months. The calendar view shows sessions for Quality Policy, IMS Course 2015, Fraud prevention, Sanitization in food, and SE Training - Advanced course.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
Feb 23, 2014	24 3 - Quality Policy 08:00	25 3 - Quality Policy 08:00	26 3 - Quality Policy 08:00 58 - IMS Course 2015 01:20	27 3 - Quality Policy 08:00 58 - IMS Course 2015 01:20	28 3 - Quality Policy 08:00 58 - IMS Course 2015 01:20	Mar 1
2	3 56 - IMS Course 2015 01:20 57 - IMS Course 2015 01:20	4 56 - IMS Course 2015 01:20 57 - IMS Course 2015 01:20	5 56 - IMS Course 2015 01:20	6 46 - Fraud prevention 03:31	7 46 - Fraud prevention 03:31	8
9	10 3 - Quality Policy 08:00	11 3 - Quality Policy 08:00	12 3 - Quality Policy 08:00 45 - Sanitization in food - from ch 02:40 49 - SE Training - Advanced course 04:00	13 3 - Quality Policy 08:00 +2 Trainings	14 3 - Quality Policy 08:00 50 - Business Adminis 10:00	15
16	17 3 - Quality Policy 08:00 50 - Business Adminis 10:00	18 3 - Quality Policy 08:00 50 - Business Adminis 10:00	19 3 - Quality Policy 08:00 +3 Trainings	20 3 - Quality Policy 08:00 +2 Trainings	21 3 - Quality Policy 08:00 +2 Trainings	22
23	24 3 - Quality Policy 08:00 +2 Trainings	25 3 - Quality Policy 08:00 +2 Trainings	26 3 - Quality Policy 08:00 +2 Trainings	27 3 - Quality Policy 08:00 +2 Trainings	28 3 - Quality Policy 08:00 +2 Trainings	29
30	31 3 - Quality Policy 08:00 +2 Trainings	1 3 - Quality Policy 08:00 +2 Trainings	2 3 - Quality Policy 08:00 +1 Training	3 3 - Quality Policy 08:00 +1 Training	4 3 - Quality Policy 08:00 +1 Training	5

The Course mapping: Organizational (TR005) interface displays a list of courses and their details. The interface includes a search filter panel on the left with a quick search bar, saved searches, and department filters. The main area shows a table of courses with columns for ID #, Name, and Department. A details panel on the right shows the selected course's details, including its ID, name, and department. The table lists courses for HR - Human Resources and IT - Information Technology.

ID #	Name	Department
Coordinator	Coordinator	HR - Human Resources
Manager	Manager	HR - Human Resources
Staff	Staff	HR - Human Resources
AD	Functions and data administrator	IT - Information Technology

R	Course type	ID #	Name
<input checked="" type="checkbox"/>	GB	GB04	Professional Business Communication Skills
<input type="checkbox"/>	GB	GB05	Managing Stress and Conflict, and Enhancing Performance
<input type="checkbox"/>	FS	FS01	Customer Service Excellence
<input type="checkbox"/>	GB	GB00	Business Administration Special Topics - Negotiation

Course management - Organizational



Training and development

Course management - by process

Training data > 50 - Business Administration - Negotiation | GB00 - Business Administration Special Topics - Negotiation | Finished

Record data Tools

General data Steps Participant Calendar Resource allocation Description Documentation Reports Configurations

NAVIGATION

- Enrollment
- Calendar
- Evaluation
 - Pre-training
 - Training
 - Reaction
 - Post-training
- Effectiveness verification
- Validity
- Confirmation
- Extra signature

EFFECTIVENESS VERIFICATION

☒ Effectiveness verification

Responsible: 107111 - Karry Oliveira Deadline: 12/31/2014

Evaluation method

1. Employ and track proven negotiation strategies.
2. Analyze the leverage situation.
3. Evaluate the result vis-à-vis objective standards.

142/4000

Soft Expert Home Portals My tasks Components Shortcuts

Management Course mapping: Per process (TR006)

Search filters Quick search Saved searches Type Select type Advanced filters Save SEARCH

Process/activity type	ID #	Name
07	PC	Powder Coating
Acti	Pickling	Pickling
Acti	Phosphating	Phosphating
Acti	Powder Coating	Powder Coating
Acti	Finishing	Finishing
Acti	Backing	Backing
Acti	Dispatching	Dispatching
07	Production	Production
07	Production planning	Production planning

R	Course type	ID #	Name
<input checked="" type="checkbox"/>	MP	MP01	Powder Coating Hands-On Workshops

Total records: 1

Effectiveness evaluation



Performance review

Competency assessment

Execution data of evaluation plan > AN03 - Annual 360 Review | Cycle 2 | Execution

Record

Actions

Record data

Edit

Tools

Save

Save and exit

Save and next step

General data

Employee

Appraisers

Configurations

Appraiser type

Employee

Appraiser

		Employee				Appraiser				
<input type="checkbox"/>	S	Appraiser type	User ID	Name	Department	Position	User ID	Name	Department	Position
<input checked="" type="checkbox"/>		Self-evaluation	1091	Mark Wilson	QA - Quality Assurance	Manager - Manager	1091	Mark Wilson	QA - Quality Assurance	Manager - Manager
<input type="checkbox"/>		Peers	1091	Mark Wilson	QA - Quality Assurance	Manager - Manager	107111	Karry Oliveira	QA - Quality Assurance	Manager - Manager
<input type="checkbox"/>		Peers	116107	Tetsuo Kendo	IT - Information Technology	Development - Development	kobe	Kobe Bryant	IT - Information Technology	Support - Support 2nd level
<input type="checkbox"/>		Subordinates	1091	Mark Wilson	QA - Quality Assurance	Manager - Manager	097115	Ana Schneider	QA - Quality Assurance	Manager - Manager
<input type="checkbox"/>		Subordinates	1091	Mark Wilson	QA - Quality Assurance	Manager - Manager	102115	1Harry B. Summers	QA - Quality Assurance	Manager - Manager
<input type="checkbox"/>		Subordinates	116107	Tetsuo Kendo	IT - Information Technology	Development - Development	0001	Harry O. Summers	QA - Quality Assurance	Manager - Manager
<input type="checkbox"/>		Subordinates	116107	Tetsuo Kendo	IT - Information Technology	Development - Development	Daniel.Thomas	Daniel Thomas	01 - Sales	HR - Trainee - Trainee
<input type="checkbox"/>		Leader	1091	Mark Wilson	QA - Quality Assurance	Manager - Manager	kevint	Kevin Turey	Administrative - Administrative	CEO - Chief Executive Officer

Total records: 8

1

Evaluation data

5467 - James Locham

HR - Human Resources/Manager - Manager

Finished

Record data

View

Charts

Tools

General data

Evaluation

Indicator

Development plan

Employee profile

Evaluation plan execution

Competences radar

Reports

Competence	Proficiency level	Score	Weight
<div><div></div>CG - Coaching</div>	Regular - Regular	7,00	1
<div><div></div>ABI - Ability</div>	Good - Good	8,00	1
<div><div></div>ATT - Attitude</div>	Regular - Regular	7,00	1
<div><div></div>CK - Computer Knowledge</div>	Good - Good	8,00	1
<div><div></div>KNOW - Knowledge</div>	Regular - Regular	7,00	1
<div><div></div>ABI - Ability</div>	Excellent - Excellent	10,00	1
<div><div></div>CM - Contract Management</div>	Good - Good	8,00	1
<div><div></div>ABI - Ability</div>	Good - Good	8,00	1
<div><div></div>CO - Communication</div>	[05] - Exceptional	10,00	1
<div><div></div>ABI - Ability</div>	[05] - Exceptional	10,00	1
<div><div></div>TW - Teamwork</div>	03 - Good	8,00	1
<div><div></div>ABI - Ability</div>	05 - Excellent	10,00	14
<div><div></div>ATT - Attitude</div>	03 - Good	8,00	14
<div><div></div>KNOW - Knowledge</div>	02 - Regular	7,00	14
<div><div></div>LANG - Language</div>	02 - Regular	7,00	14

COMPETENCE DETAILS

CK - Computer Knowledge

Type: FS - Function Skills

6,00

7,00

8,00

10,00

Good - Good

Explanation

Details

Development suggestion (0)

Description

Because of the continually increasing use of computers in our daily communications and work, the knowledge of computer systems and the ability to work with word processing, data management, and spreadsheet and data analysis programs have become essential requirements for many positions at SoftExpert.

Related course

0004 - SE Suite System

IT02 - Operating Systems

ITIL - Information Technology Infrastructure Library

Learning method

01.01 - Programmed learning

01.04 - Self-guided learning

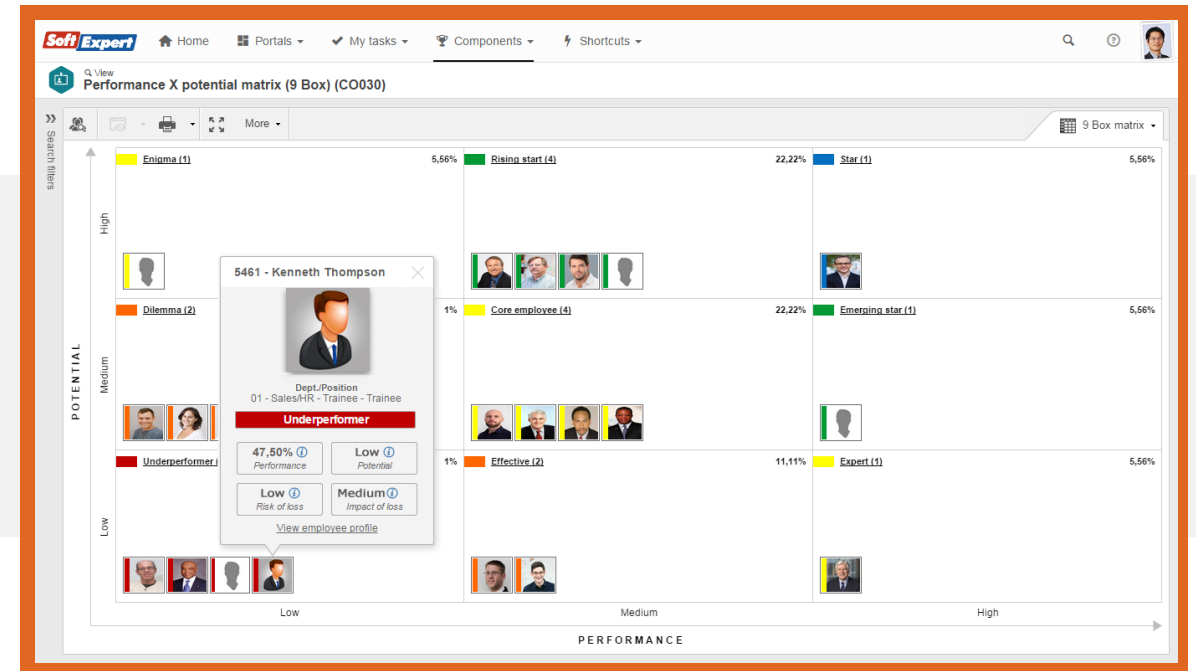
04.01 - On-the-job training

360° appraisal



Performance review

9 Box matrix



SoftExpert Excellence Suite



SoftExpert Excellence Suite is the most comprehensive framework of independent yet united solutions to achieve business performance excellence, streamline corporate governance, risk and compliance programs, and ensure continuous business process improvement.

Companies may not need all applications at once, or may want to deploy one application module at a time, growing gradually as the need arises. Whatever the strategy chosen, only a fully shared environment allows its applications to fit together like puzzle pieces and work seamlessly.

About SoftExpert

SoftExpert is a market leader in software and services for enterprise-wide business process improvement and compliance management, providing the most comprehensive application suite to empower organizations to increase business performance at all levels and to maximize industry-mandated compliance and corporate governance programs.

Founded in 1995 and currently with more than 2,000 customers and 300,000 users worldwide, SoftExpert solutions are used by leading corporations in all kinds of industries, including manufacturing, automotive, life sciences, food and beverage, mining and metals, oil and gas, high-tech and IT, energy and utilities, government and public sector, financial services, transportation and logistics, healthcare, and many others.

SoftExpert, along with its extensive network of international partners, provides hosting, implementation, post-sales support and validation services for all solutions to ensure that customers get the maximum value from their investments.



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