

# How to **improve** your **talent management** **system**





Companies are constantly changing to fit the increasingly complex and hyper-competitive market.

As a part of the organization, HR departments need to fit in too.

**Traditional HR departments** are more management-focused, dealing with the day-to-day administration of personnel. They recruit and hire people to fill positions and spend a considerable amount of time performing tasks such as dealing with paperwork, training people for their new roles, and managing pay plans and benefits received by employees, among other things.

The key aspect of strategic **HR is Talent Management**.

As suggested by the name, talent management is aimed at managing the power, ability and competence of employees within an enterprise. It ensures organizations have trained people in sufficient quantity to satisfy current and future business needs. The process includes the main aspects of employee relations with an organization, such as hiring, development, performance management and succession.

Talent is increasingly scarce, so it needs to be carefully managed. Many studies have already shown that companies that invest in talent management achieve better outcomes.

While talent management methods and approaches differ from organization to organization, there are universal principles about how to recruit, retain, and develop talent.



**This eBook addresses some of these principles, which can help you to strategically manage your talent to achieve better business performance**

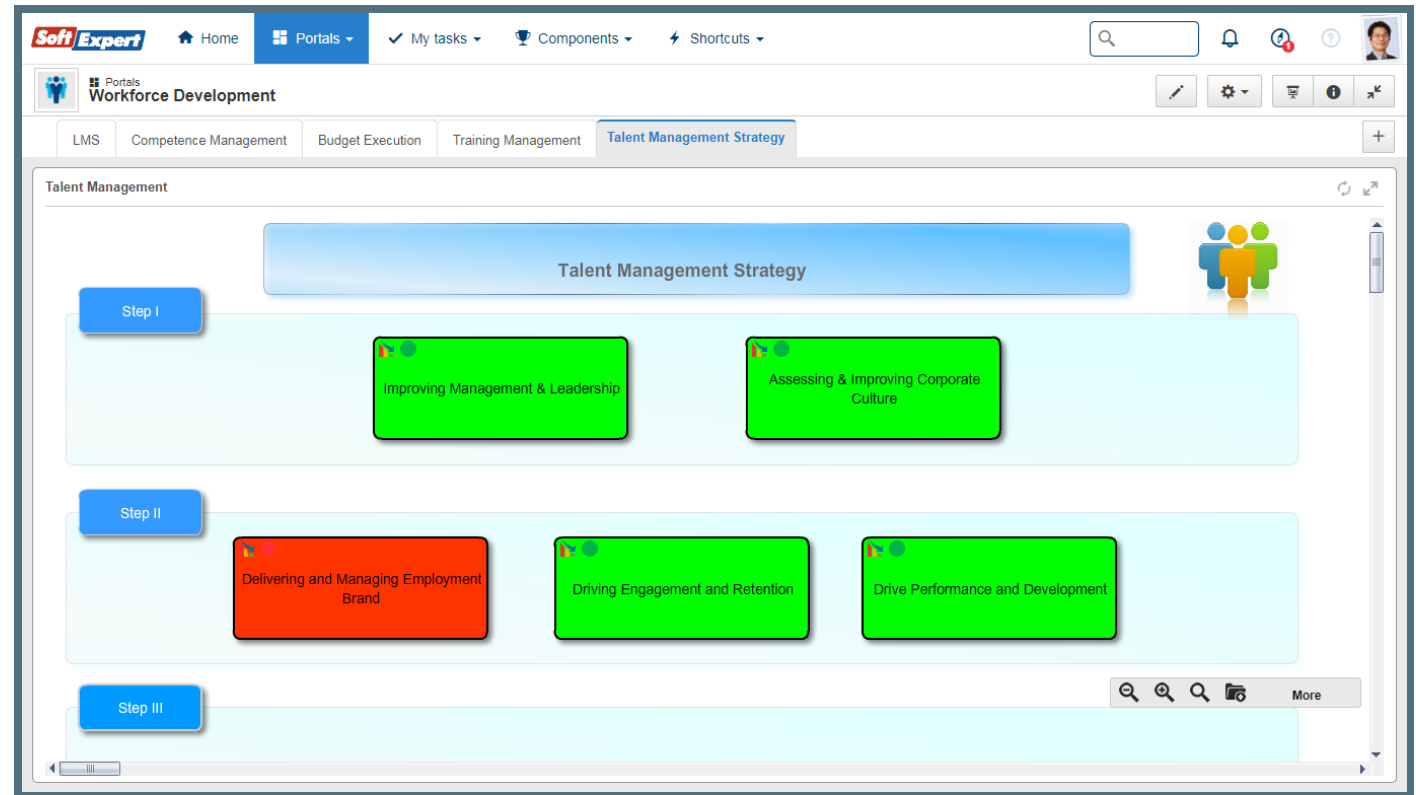
# Business strategy guides talent strategy

**Alignment between talent management and business strategies establishes a path for people reach their potential and can provide a glimpse of future possibilities within the organization.**

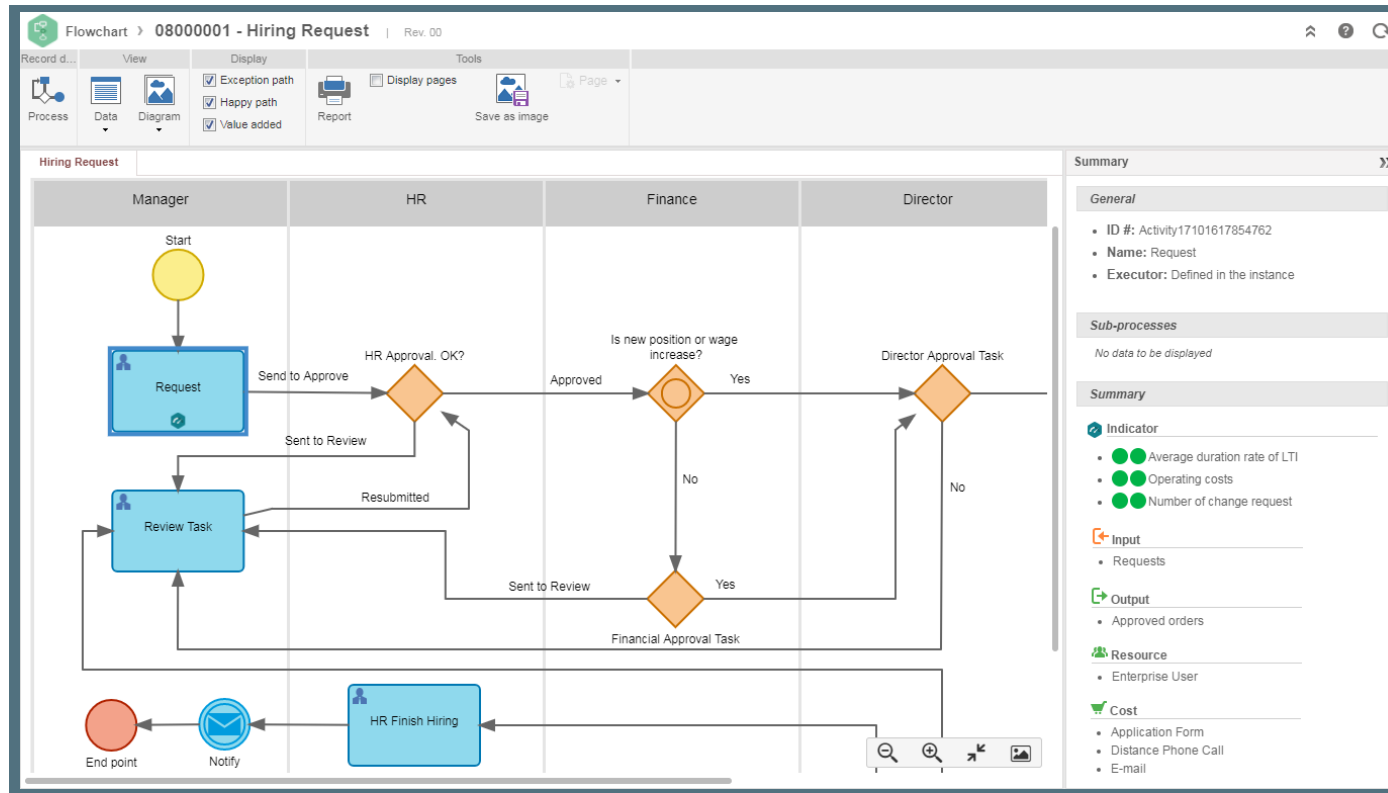
To do this, it is necessary to identify and differentiate between business strategies and targets, priorities, challenges and gaps. This is the only way that organizations will be able to hire motivated people who will develop the knowledge and skills required to put the company's strategy into action.

Future business plans clearly indicate the talent required, and therefore, any gaps in talent development needs. This strategy provides an opportunity for all employees to develop their potential.

When aligning business objectives and talent management, organizations get the right people with the right skills working on the right initiatives to boost the company's strategy, resulting in less turnover and higher revenues.



# Align strategy and processes



Once you have defined your HR strategy, processes will help you to put it into place.

You need to catalogue your current talent management processes. With a better understanding of these processes, you can see whether it is necessary to implement changes or define new processes to support your goals.

**Let's consider the hiring process:**

- **What are the job descriptions? What are the skills and experience required for new employees?**
- **Is your hiring process in line with your company's strategy?**
- **How can you ensure someone has the abilities they claim to have?**
- **Do your interview questions ensure you will find the best employees?**

Eliminate anything that does not add value. Define action plans to meet any changes necessary and fill in any gaps identified.

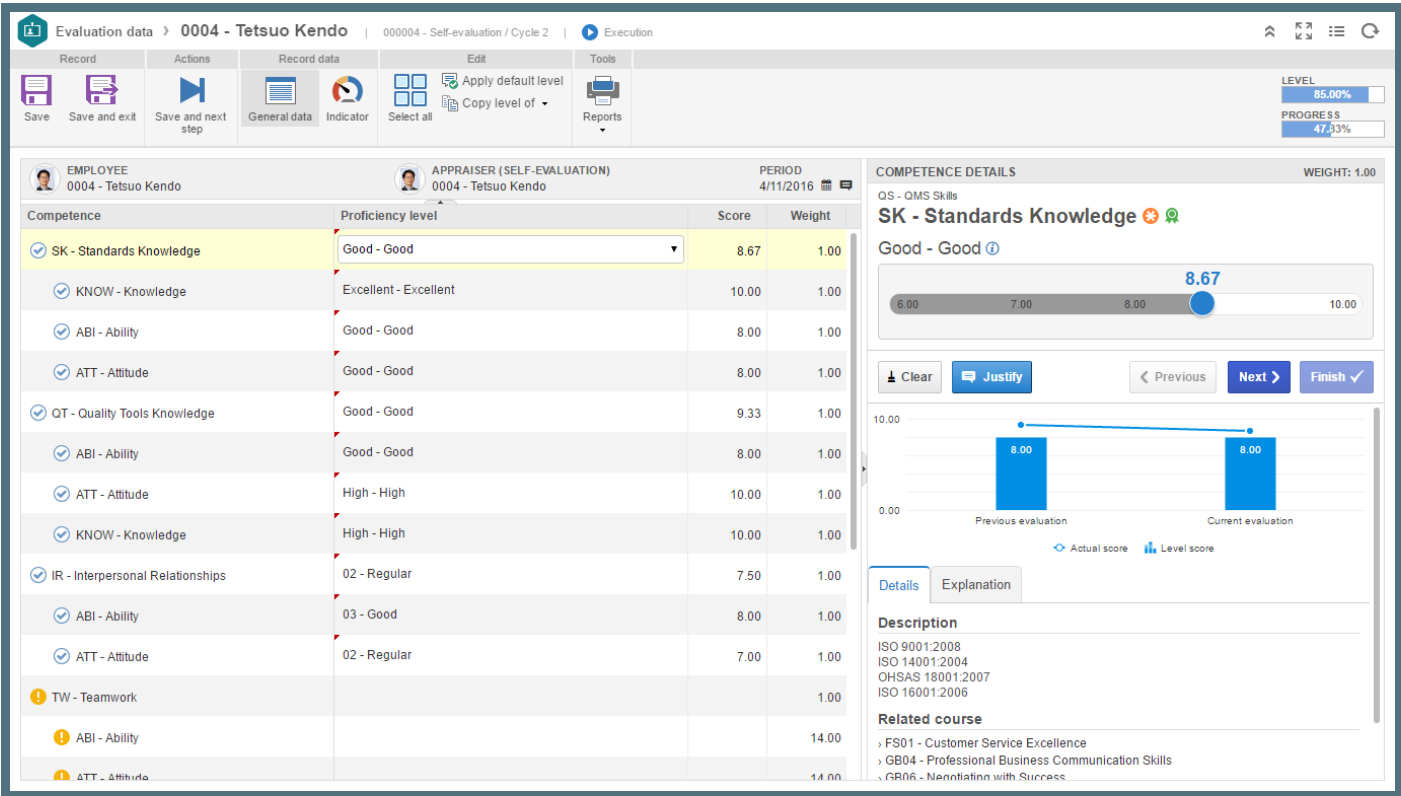
Try to know candidates, their experience, skills, knowledge, behaviors and attitudes. These aspects will show which candidates are more likely to achieve success in the role. This will allow you to save time and avoid a lot of headaches.

# Discover workforce gaps with performance appraisal

Through the hiring process, companies will hire the person that best fits the position. Yet it is always possible to achieve better outcomes by developing and improving personnel capabilities.

**Measuring employee performance is crucial to recognizing employees' true potential, since it will show whether or not they are capable of taking on new responsibilities.**

This is also an important opportunity to focus on goals and work activities, detect and fix problems, and promote performance improvement, therefore enhancing the performance of the entire organization.



# Enhance employee skills with IDP

Employee profile > 0001 - Harry O. Summers | QA - Quality Assurance/Manager - Manager

Record data

General data

Position requirements

Indicator

Development plan

Training participation

Academic background

Work history

Training given

Attachment

History

Tools

Employee profile

Action plan

000009 - 0001 - Harry O. Summers (Annual 360 Review / Cycle 3)

Action plan status

Execution

Actual %

38.00

Structure

D		AS	ET	A	D	Actual %	ID #	Title (what?)	Planned (When?)			How much?	Where?	How?	Why?
									Start	End	Duration				
						100.00	000001	Competence: Teamwork	2/01/2016	2/01/2017	263				[Competence evaluated under
						90.00	000002	Educational level: Bachelor's Degree	2/01/2016	2/01/2017	263				[Required educational level for
							000003	Course: Integrated Management System	2/01/2016	2/01/2017	263				[Required course for departme
							000004	Course: Business Administration Special Topics - Negotiation	2/01/2016	2/01/2017	263				[Required course for departme
							000005	Course: Professional Business Communication Skills	2/01/2016	2/01/2017	263				[Required course for departme

Total records: 5

Many companies are essentially geared towards day-to-day operations, while fewer focus on long-term initiatives. This is because of uncertainty in relation to return on investment.

A lack of incentives and assistance in relation to development and career growth does not go unnoticed by talent. Dissatisfaction with development efforts can mean that companies start to bleed talent.

**The Individual Development Plan (IDP) is an important tool to help guide your employees in career planning. Through it, actions are defined to overcome gaps identified in Performance Appraisal.**

Companies that invest in development have more loyal workforces. Loyal people are more engaged. Engaged people are more productive.

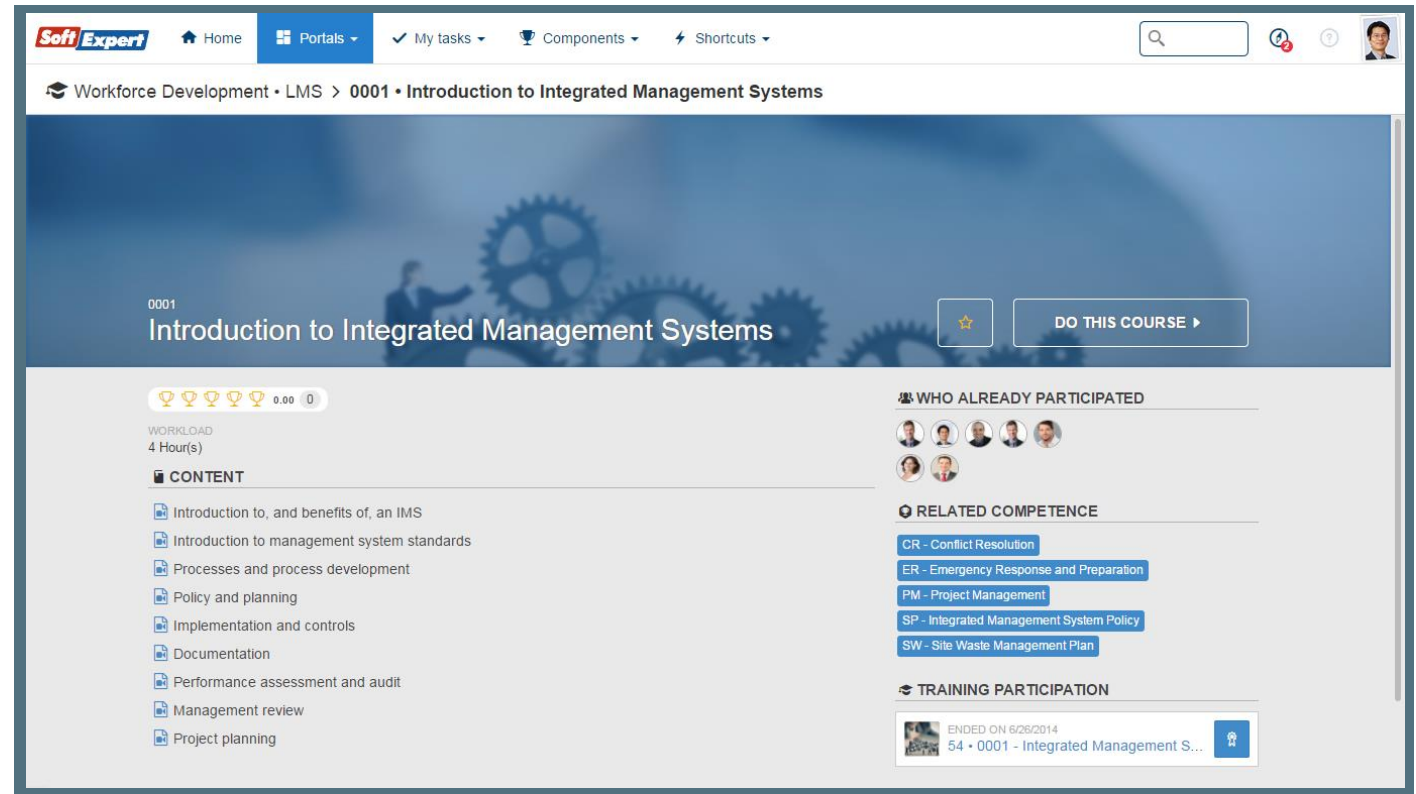
# Promote employee development and nurture careers

When it comes managing talent, one concern at many organizations is that new people will be hired and they will end up forgetting the people they already have.

**Talent management is not restricted to recruiting the right candidate at the right time. This concept extends to exploring the hidden and unknown qualities of employees, developing and nurturing them so they achieve better results.**

**Retaining people and keeping them aligned with the organizational culture has to be the overriding concern. This makes it possible to get the best out of your personnel.**

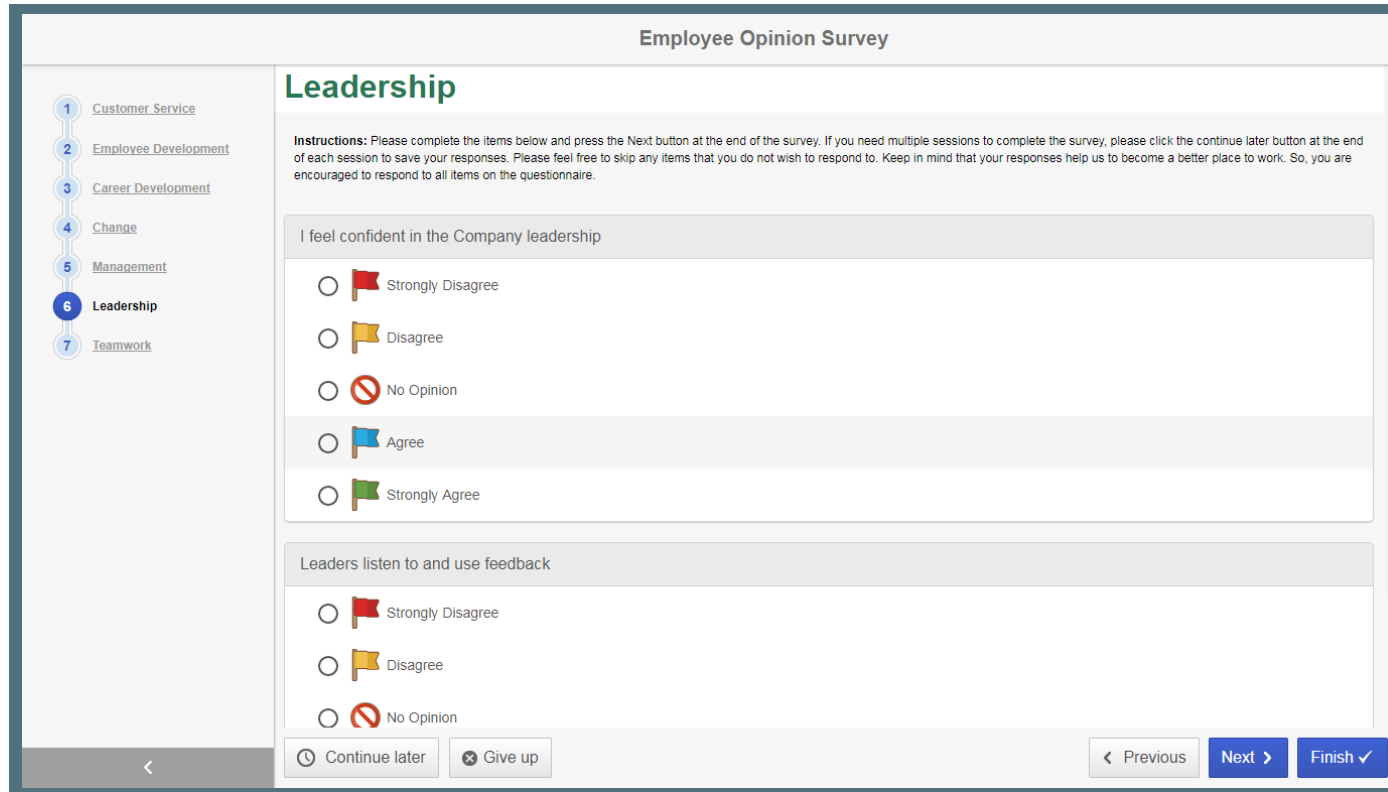
People are hired when their skills and competencies match up with the organization's needs. To make sure people stay with the company, the next step is to promote their development. This is crucial in order to promote employee retention. Prepared people mean a prepared organization.



The screenshot displays the Soft Expert Learning Management System (LMS) interface. The top navigation bar includes the Soft Expert logo, a Home button, a Portals dropdown, and links for My tasks, Components, and Shortcuts. A search bar and user profile icon are on the right. The main header shows the breadcrumb: Workforce Development • LMS > 0001 • Introduction to Integrated Management Systems. The course title '0001 Introduction to Integrated Management Systems' is prominently displayed with a star icon and a 'DO THIS COURSE' button. Below the title, the workload is listed as 4 Hour(s). The 'CONTENT' section lists the following topics: Introduction to, and benefits of, an IMS; Introduction to management system standards; Processes and process development; Policy and planning; Implementation and controls; Documentation; Performance assessment and audit; Management review; and Project planning. On the right, the 'WHO ALREADY PARTICIPATED' section shows several user avatars. The 'RELATED COMPETENCE' section lists: CR - Conflict Resolution; ER - Emergency Response and Preparation; PM - Project Management; SP - Integrated Management System Policy; and SW - Site Waste Management Plan. The 'TRAINING PARTICIPATION' section shows a completion status for the course, indicating it ended on 6/26/2014 with 54 participants.



# Use climate surveys to gauge employee feelings



The screenshot displays a web-based survey titled "Employee Opinion Survey". On the left, a vertical navigation menu lists seven categories: 1 Customer Service, 2 Employee Development, 3 Career Development, 4 Change, 5 Management, 6 Leadership (highlighted with a blue circle), and 7 Teamwork. The main content area is titled "Leadership" and includes the following text:

**Instructions:** Please complete the items below and press the Next button at the end of the survey. If you need multiple sessions to complete the survey, please click the continue later button at the end of each session to save your responses. Please feel free to skip any items that you do not wish to respond to. Keep in mind that your responses help us to become a better place to work. So, you are encouraged to respond to all items on the questionnaire.

The first question is "I feel confident in the Company leadership", followed by five radio button options: Strongly Disagree (red flag icon), Disagree (yellow flag icon), No Opinion (red circle with slash icon), Agree (blue flag icon), and Strongly Agree (green flag icon). The second question is "Leaders listen to and use feedback", followed by three radio button options: Strongly Disagree (red flag icon), Disagree (yellow flag icon), and No Opinion (red circle with slash icon). At the bottom of the survey, there are four buttons: "Continue later" (with a clock icon), "Give up" (with a red X icon), "Previous" (with a left arrow icon), and "Next" (with a right arrow icon). A "Finish" button with a checkmark icon is also present.

A climate survey is a commitment by management to identify problems within the organization as perceived by employees and to take action to fix them.

This applies regardless of how unfavorable the feedback is and how difficult or embarrassing it may be to fix the problems.

The first step to improve anything is to measure it. The same is true for employee satisfaction and employee engagement.

**Climate assessments provide an organization's leaders with an indication of the views, attitudes and sentiments of their workers.**

The climate is the spirit of an organization. It can directly influence employee performance and attitudes.

# Recognize workforce potential and prepare for succession

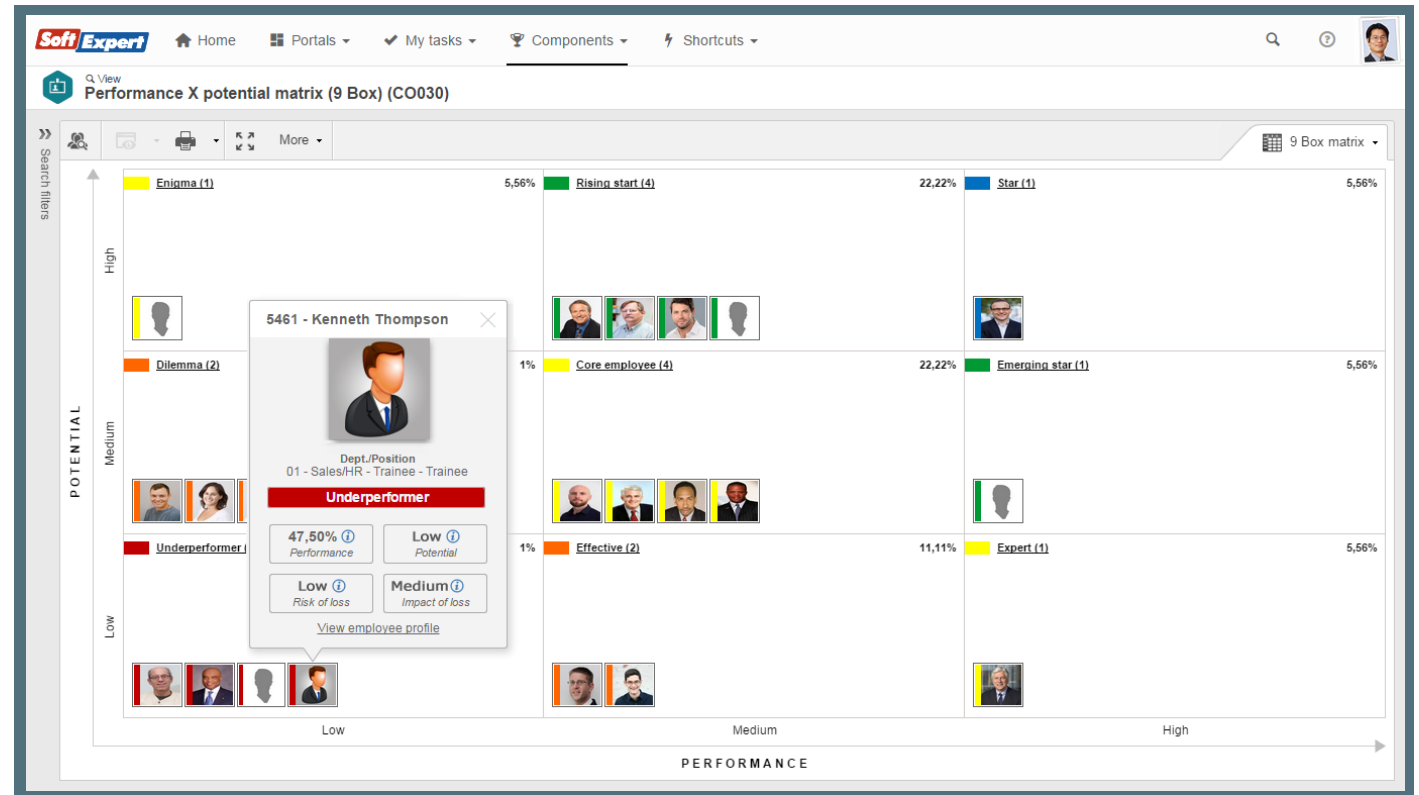
Succession planning defines who will replace whom in the future.

People who give their best and that have served the organization for a long time certainly merit promotion to higher positions. It is up to talent management to plan how and when succession will happen.

To ensure people are ready to fill open positions, organizations need to follow their succession planning seriously. This needs to be a continuous practice.

As business grows, organizations can lose important employees, but job promotion possibilities can also open up. Effective succession planning ensures your organization will be prepared for every contingency. People will be ready and waiting to fill new positions.

**The "nine-box matrix" can be a valuable tool for succession planning and leadership development.**



# Identify improvement opportunities through Exit Interviews

1

Employee Identification

2

Exit Reasons

3

Type of Work

4

Work Conditions

5

Pay

6

Supervisor

7

Location

8

Cost of living in area

Exit Interview

Exit Reasons

Please describe the primary reason(s) you are leaving your current position.

Did dissatisfaction with any of the following factors influence your decision to leave?

	Yes	No
Type of work	<input type="radio"/>	<input type="radio"/>
Working conditions (setting, schedule, travel, flexibility)	<input type="radio"/>	<input type="radio"/>
Pay	<input type="radio"/>	<input type="radio"/>
Supervisor	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>
Cost of living in area	<input type="radio"/>	<input type="radio"/>

Continue later

Give up

Previous

Next

Finish

Even with these actions in practice, there are still several situations that can motivate an employee to leave the company.

Organizations will rarely have the opportunity to receive feedback as sincere as they do in an exit interview. This makes exit interviews a powerful organizational improvement tool.

**Human Resources staff generally run exit interviews. Some important questions are:**

- **Why did you begin searching for a new job?**
- **What motivated you to leave the company?**
- **What can we do to make this a better company?**

Departing employees will share important information about what is going well and what the company needs to enhance.

Together, exit interviews and climate surveys are a rich "box-of-information," which HR can use for organizational improvement.

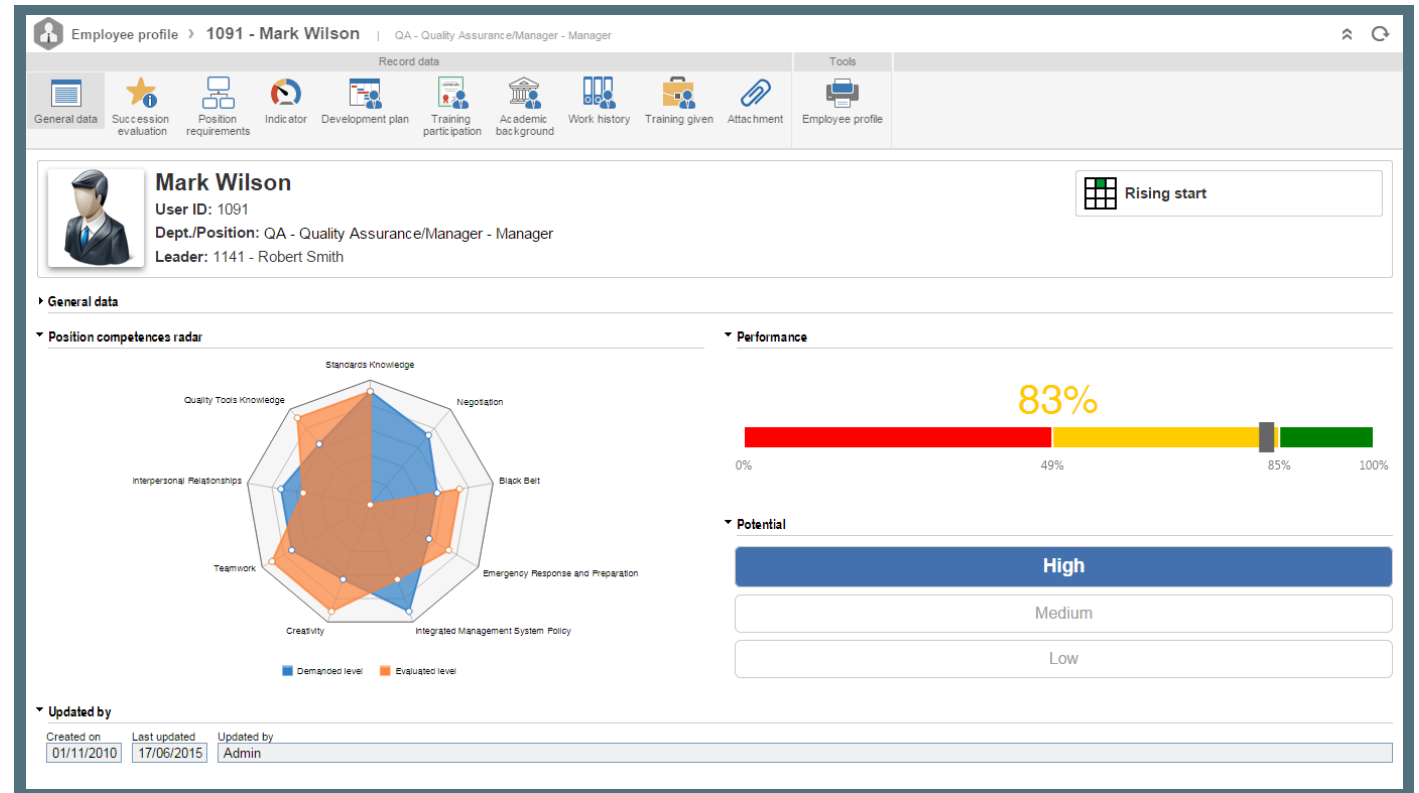
# Choose the right technology

And finally, we strongly recommend you adopt a technology solution; otherwise, it will be pretty hard to enhance talent management processes.

Before choosing a solution, it is crucial to clearly define the business goals and priorities for the problem that you're trying to solve. The entire team needs to be on the same page. To make an optimal choice, the process needs to be impartial and the selection criteria must be clear.

You don't need to deploy all these initiatives together and at the same time. However, it is important to consider a scalable solution that can support your current needs and continue to support your future needs. That way you won't need to change your IT supplier when processes change and business grows.

**The right technology will drive the right talent decisions. HR will be more productive, while saving time and money, with fewer errors caused by network sharing, spreadsheets and archaic paperwork.**



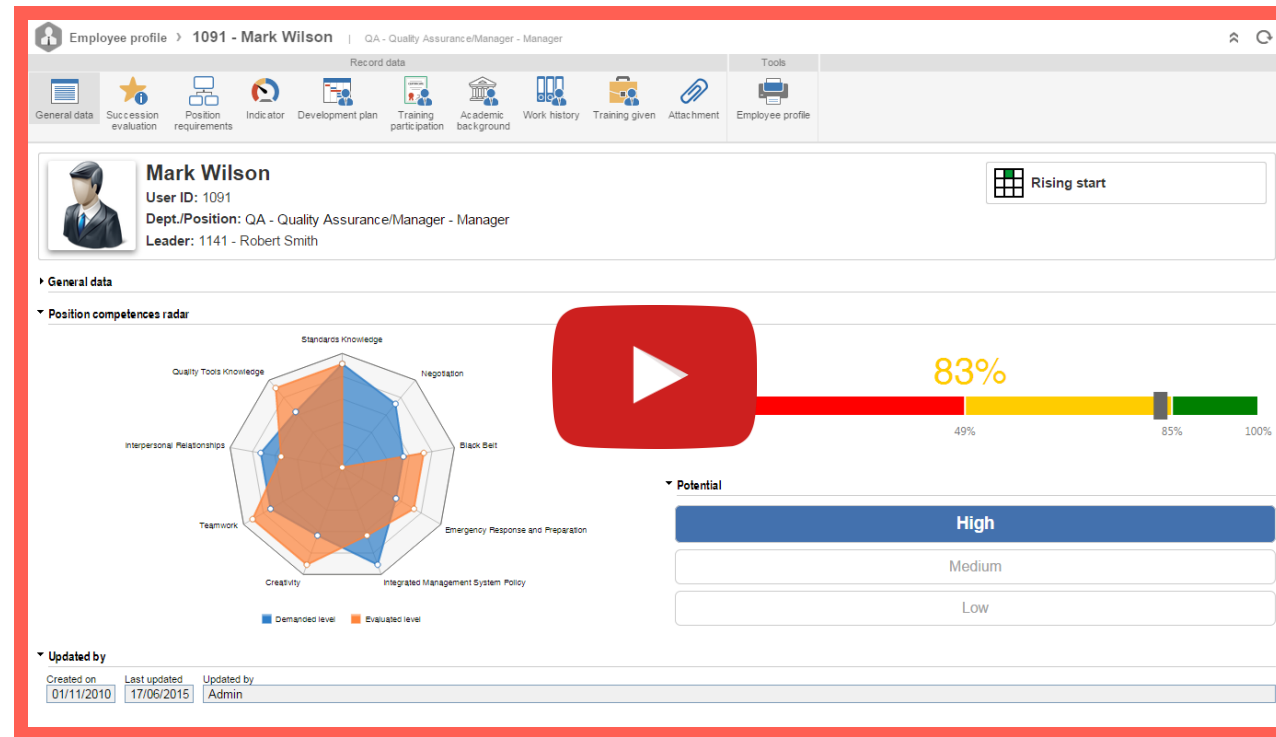
Now that you already know **How to improve your talent management system**, learn more about SoftExpert HDM (Human Development Management), the most complete and innovative solution on the market for process automation and improvement, regulatory compliance and excellence in talent management.

**SoftExpert HDM** is a comprehensive web-based human development management software. It allows for competency mapping, training and development, performance review and succession planning. Its purpose is to help organizations develop a highly skilled and engaged workforce, aligned with business strategy.

Organizations can define Individual Development Plans (IDP), delivering training programs linked to competency assessments, in order to fill knowledge gaps and improve employee skills. Training can be carried out online through the LMS (Learning Management System) within the solution (SCORM compatible) or in classrooms. The solution allows instructors to create online tests and manage questions and scores, ensuring that content is absorbed by participants. Training completion certificates are generated automatically by the system.

Automating your talent management system is a key ingredient to boosting performance and productivity rates at your business and avoiding mistakes and re-work.

SoftExpert HDM provides all of the support needed to achieve the results you are looking for.



[Learn more about the solution](#)

## 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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