Talent Management Updates

March 21, 2024

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Who we are.

Talent Management is committed to growing, retaining, engaging and recognizing employees:

- Team of 11 FTE.
- Support 11,000 staff, 6,000 faculty and over 20,000 part-time employees.
- Work across all locations.
- In the last year have delivered over 250 instructor led sessions engaging directly with over 2,500 employees through in person programming and 1,000s more through asynchronous learning activities.

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Why is this work important?

We want Penn State to be recognized as a Great Place to Work:

- A welcoming, **inclusive**, and safe workplace environment.
- A **people-focused** organization committed to an exceptional employee experience.
- A workplace where employees **trust** in their leaders.
- An organization where employees **feel connected** to our mission and goals and **take pride** in their work.
- An environment that champions **collaboration and innovation.**

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Tools to support employee success!

Onboarding

Onboarding

Talent Management Programs

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New Employee Onboarding

Deliver an onboarding program that is engaging and welcoming that provides:

- **A consistent experience** – regardless of geographic location.
- Foundational and **relevant information** to support the transition to work at Penn State.
- Clear and easy-to-follow guidance for completing recommended and **required tasks.**

Culture…Community…Compliance

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What Next?

Expand opportunities to build **Culture** and **Community** through the first year

- Implement a manager toolkit – resources to welcome a new hire.
- Launch university-wide orientation program – networking, campus tours.
- Identify community partnerships and resources that support new (and existing) employee - Town and Gown.
- Extend communication through year 1 – outreach.
- Establish executive and administrator onboarding program.

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Performance Management

Onboarding

Performance Management

Talent Management Programs

Performance Management

Move beyond performance reviews to implement a comprehensive performance management framework where leaders and teams:

- Set clear expectations – eliminate confusion related to responsibilities and deliverables.
- Align with organizational goals – effectively execute strategy.
- Engage employees– improve job satisfaction and retention.
- Provide strong talent pools – improve performance of groups and individuals and identify top performers to develop succession plans.
- Develop talent strategy– identify skill gaps, establish development plans, and define their recruitment strategy.

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What's Next?

Introduce new tools that support employee career development and engagement

- Establish a **skills map** framework to improve career path visibility.
- Implement a **talent review and succession planning** framework.
- Establish a **staff mentoring** program.
- Create a **job shadowing** toolkit.

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Performance Reviews

Looks at an individual's performance in their **current role** and provides **historical performance information** for prior years and roles. This information serves as one data point in the overall workforce planning process.

Key Activities
- Goal Setting
- End of Year Evaluation

Tools Used
- Workday Performance
- Workday Dashboard

Results
- Individual and Team Expectations
- Performance indicator based in current role over multiple years

Performance Reviews – Set Goals

Performance Reviews – Rate Goals

A transcript of the video is also available: End of Year Review: Employees Transcript

Career Conversations

Different from a performance conversation, this is an opportunity to explore and discuss an **employee's strengths, interests and career aspirations**. It should include a review of their technical skill proficiency and creation of **a career development plan**. This may involve looking beyond the current role.

Key Activities
- Skills Assessment
- Career Conversation
- Create Development Plan

Tools Used
- Skills in Cornerstone
- Career Planning Template

Results
- Shared understanding for interests and career objectives
- Familiarity with other skills and experiences for team members

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Talent Reviews

During this step, managers **assess their overall talent pool**. This assessment will inform the succession plan and talent development strategy for the team.

Key Activities
- Map team to the 9-box matrix
- Identify "High Potential" team members as well as areas of risk (flight or performance)

Tools Used
- [9-box matrix](#)

Results
- Reinforce development focus areas (time and money)
- List of preliminary successors for critical positions

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Succession Plan

This stage focuses on planning for **critical positions**. It considers the anticipated departure timeframe for the incumbent and the risks for vacancy in the role. The objective is a **transition plan**.

Key Activities
- Reconfirm or update critical positions
- Update succession plan template

Tools Used
- Succession Planning workbook

Results
- Clearly stated critical positions
- Incumbent status
- Identified successors

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The Workforce Plan

Based on data gathered from prior activities summarize the information into a single document that addresses the following:

- Strengths, opportunities, and risks within your talent pool.
- Team member development activities - who, what, when and how much.
- Promotion decisions.
- Recruiting needs.

This plan informs your organizational goals (what will get done), budget, and recruiting activity.

Individuals that benefit from this information include your manager, HR Strategic Partner, recruiter, and financial officer.

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Professional Development

Onboarding

Performance Management

Talent Management Programs

Professional Development

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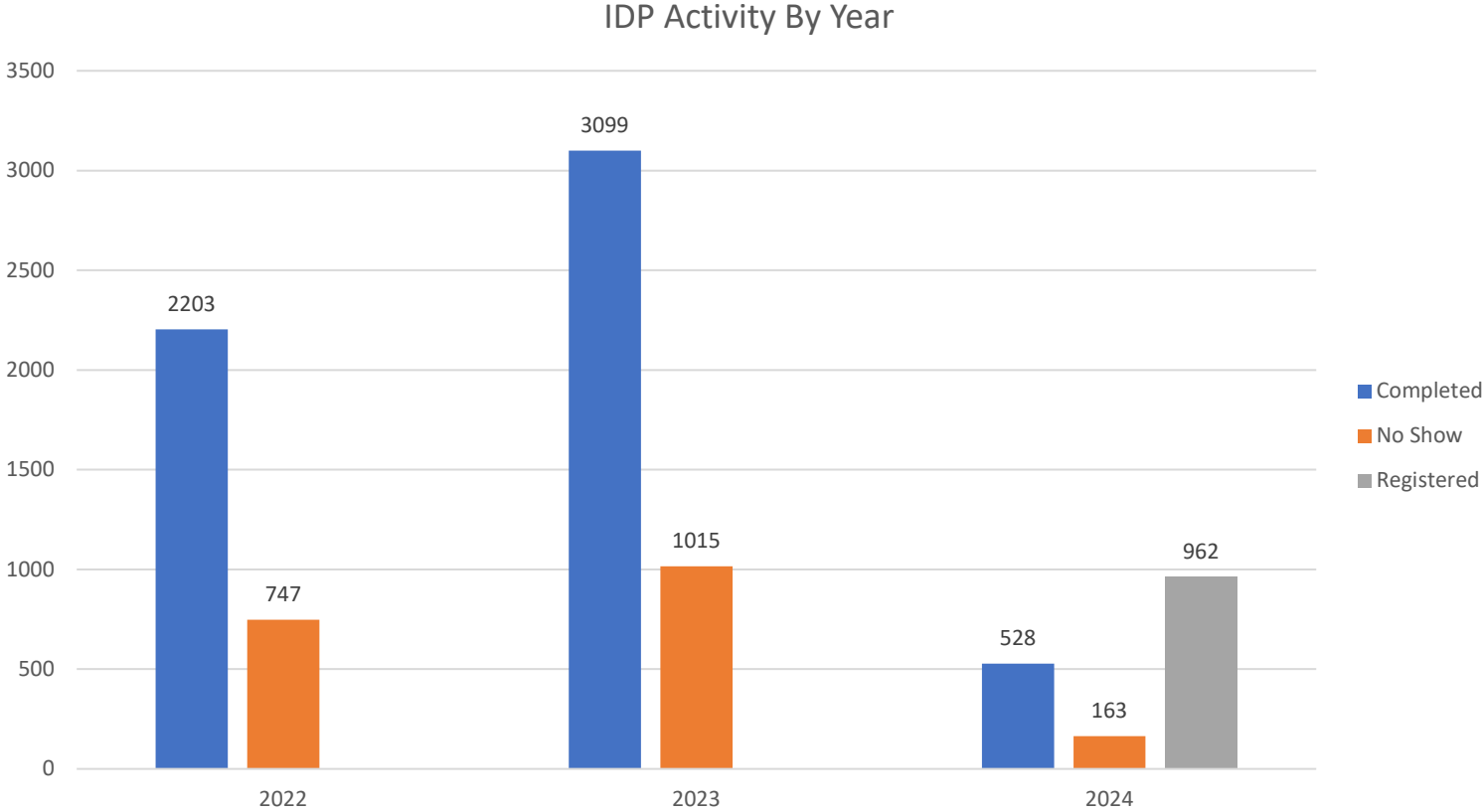
Professional Development

Use our Learning Management System (LMS) to provide broad access to learning and development opportunities that help Penn State employees meet their professional career goals.

- **Single source** to access content.
- **Broad range** of professional skills topics.
- Content **available** when needed.
- Variety of **modalities** to support learning styles.
- **Accessible** platform and content.
- Content **relevant** to a wide range learning needs (i.e.; position, experience).

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Leadership Foundations

Individual Development Programs (IDP) Participation by Year

IDP Activity By Year

Cornerstone Utilization

Training Completions - Skillsoft and LinkedIn excluding BUILD

Legend: ■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024

Completed:
- 2018: 7796
- 2019: 9264
- 2020: 10325
- 2021: 10872
- 2022: 13454
- 2023: 18768
- 2024: 3661

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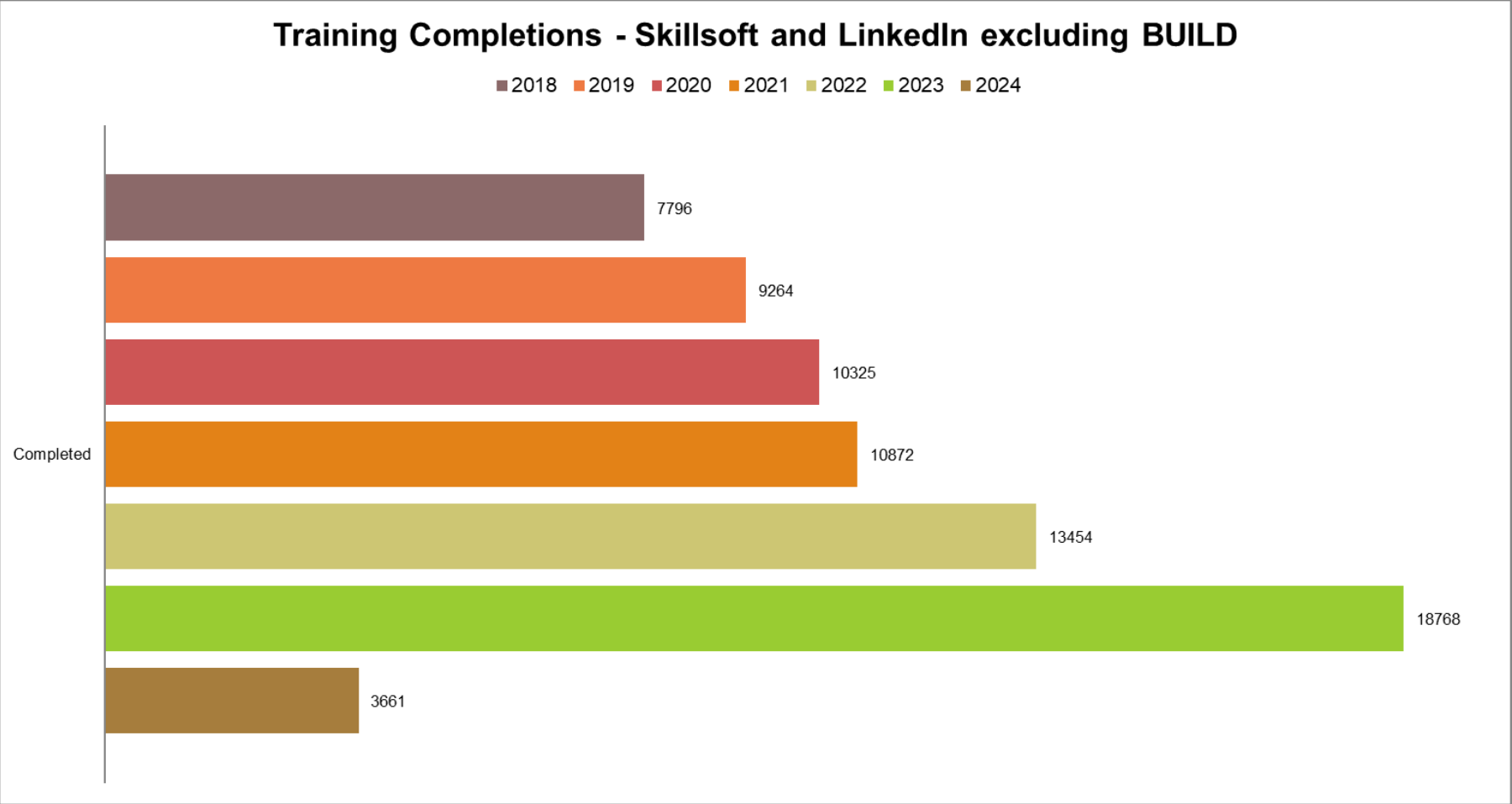
What's Next?

Move beyond the classroom to focus on impact and application:

- Increase networking opportunities.
- Introduce group coaching.
- Monitor and measure career development beyond Leadership Foundations.
- Continue to drive LMS utilization – single location to find learning.

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Organizational Development

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Organizational Development

Partner with units, colleges and campuses to improve organizational effectiveness:
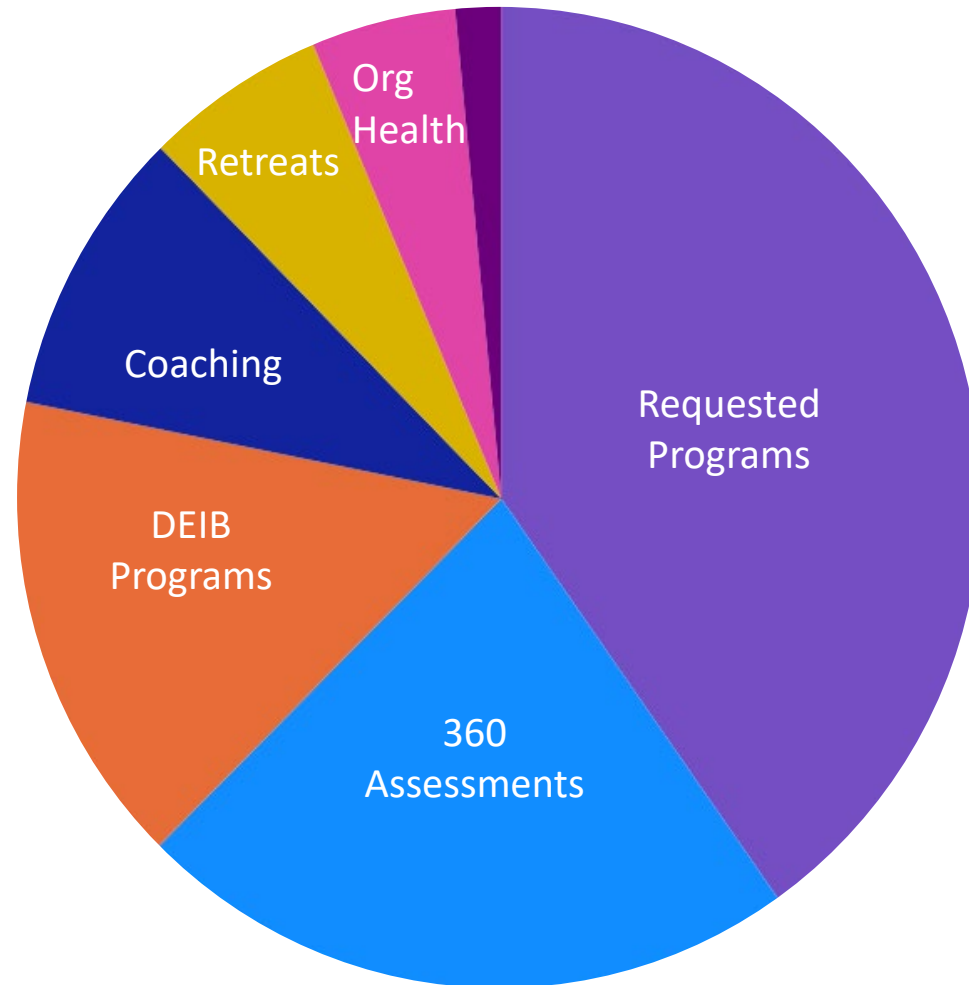
What's Next?

Leverage full suite of HR tools to support organizational effectiveness:

- Increase Organizational Health support
  - Engagement/Pulse Surveys
  - LRN resources
  - Mission, Vision, Values
  - Performance Management and Career Planning
  - Change Management consultation
- Establish working partnership with newly formed Office of Enterprise Change and Transformation

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Change Management

Focus on the people side of change to support employees' understanding and management of the change process:

- Deliver training.
- Provide change management consulting to units.
- Provide change management coaching.
- Serve as change management lead for HR projects and initiatives.

What's Next?

- Determine collaboration opportunities with new Office of Enterprise, Change and Transformation.

- Establish **change coaching** capability that focuses on leaders.

Awards and Recognition

Talent Management Programs

- Onboarding
- Performance Management
- Professional Development
- Organizational Development
- Change Management
- Awards and Recognition

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Awards and Recognition – In Progress

Establish a culture where employees are recognized for their accomplishments and contributions to the university.

- Implement university-wide **Years of Service** program.
- Establish **single source of information** for existing recognition programs.
- Expand use of HR **nomination tool** for a consistent experience.
- Develop and deliver an **employee engagement survey** program.

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Employee Engagement - Vendors

- Gallup Q12
- Qualtrics X25
- Marcova
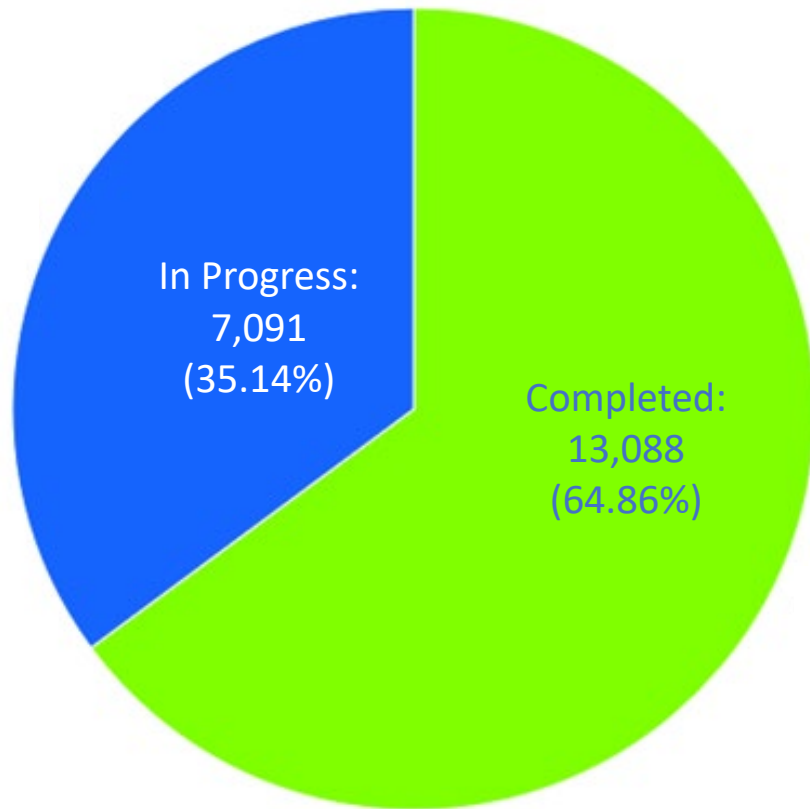- Modern Think

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DEIB

Penn State Human Resources is committed to supporting all our employees equitably through the different stages of their employment lifecycle and creating a culture of inclusion and belonging in our workplaces:
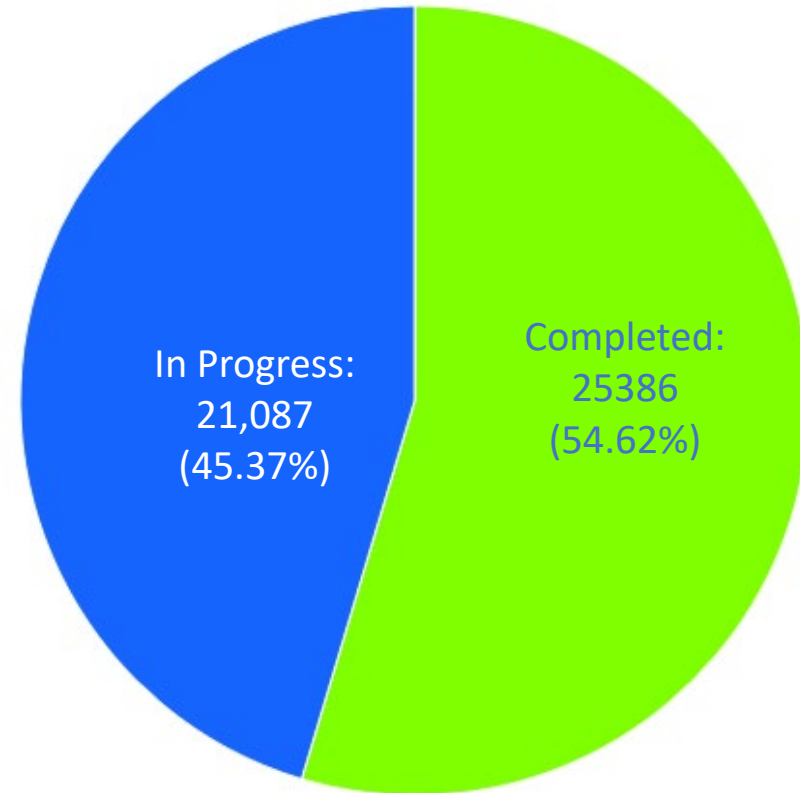
- Establish a comprehensive diversity **education** program.
- Provide a work environment where all employees are valued, respected, and part of a **community.**
- Make it easy to access DEIB **information and resources.**

BUILD Participation
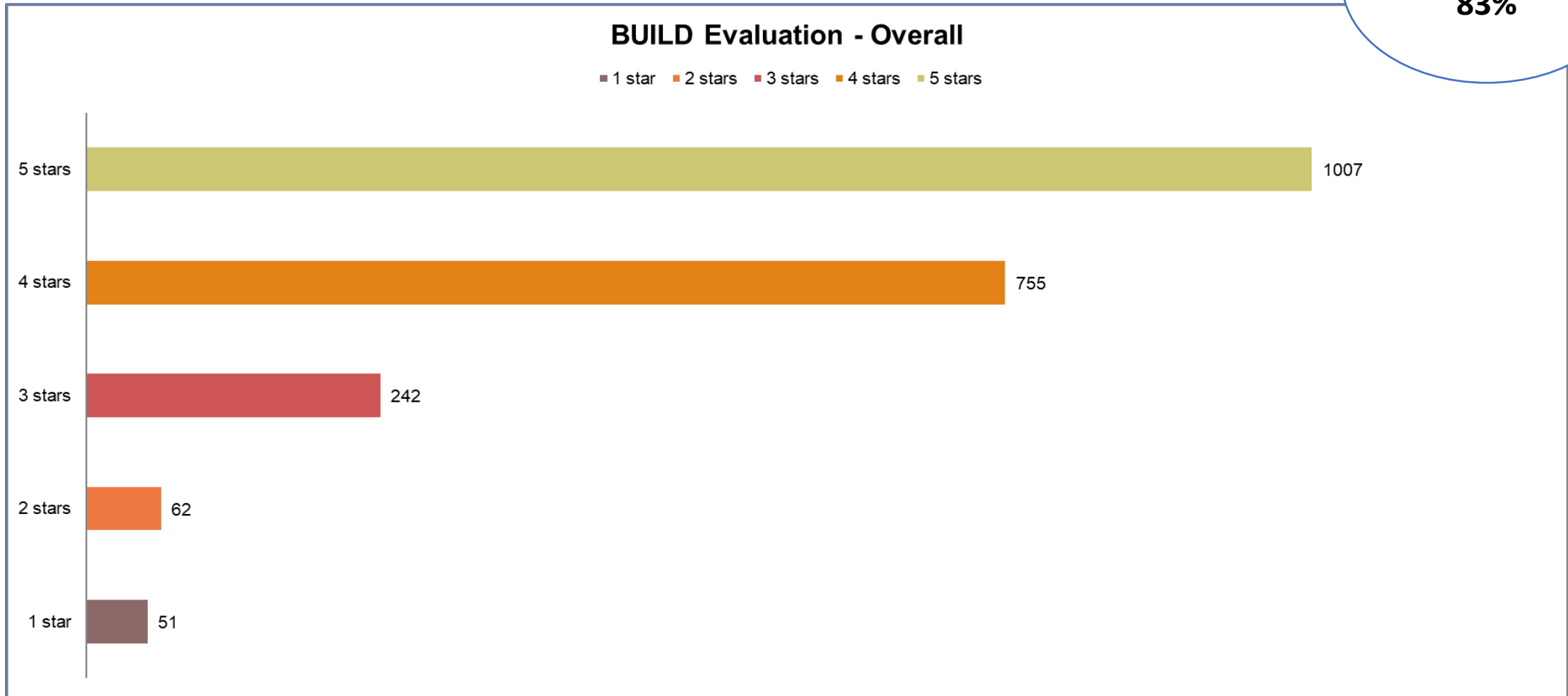
BUILD Track 1 – Full Time Only

In Progress:
7,091
(35.14%)

Completed:
13,088
(64.86%)

BUILD All Tracks – Full Time Only

In Progress:
21,087
(45.37%)

Completed:
25386
(54.62%)

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BUILD Evaluations

**4 or 5 Stars
83%**

BUILD Evaluation - Overall

■ 1 star ■ 2 stars ■ 3 stars ■ 4 stars ■ 5 stars

Rating	Count
5 stars	1007
4 stars	755
3 stars	242
2 stars	62
1 star	51

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What's Next?

Continue to focus on learning, engagement, and access to resources to create a culture of inclusion and belonging at Penn State:

- Expand **Employee Resource Groups.**
- Use partnership with the **DoD Skillbridge** Program to establish a pathway for service members to explore Penn State.
- Create awareness for **inclusive hiring** best practices through search committee training.
- Focus on improving impact of diversity education programs "on the job".

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Questions?