

Roles in a Successful Talent Management Strategy

Developing the talent and capacity of employees in organizations requires the commitment and active involvement of organizational leaders, the individuals being developed and Human Resources.

Leadership

- Assess talent honestly, objectively and factually
- Support and guide strategic talent through their development process
- Identify and assign stretch assignments
- Regularly debrief and provide feedback on the progress of their development
- Promote from the strategic talent pool as indicated

Employees

- Drive their development
- Own their Individual Development Plan (IDP)
- Are receptive to feedback received
- Follow-through on completing the action items on their IDP

Human Resources

- Partners with line management to link talent to business strategy
- Designs and coordinates talent management process
- Designs strategic talent development strategy relevant to business needs
- Educate and communicate all involved in the talent management process
- Facilitate calibration meetings
- Monitor progress and communicate key metrics

In This Guide:

This handbook is intended to prepare you to perform the Talent Management cycle.

	Tools & Resources	Purpose	Page
Competency Framework	Competency Models	Defines competencies necessary to drive successful performance	9
Assess	Talent Assessment Form	Assess talent based on five criteria: 1. Key Position 2. Performance 3. Potential 4. Readiness 5. Risk	10-15
	9-box Talent Grid	Provides a visual representation of departmental talent based on performance and potential matrices	16-19
Calibrate	Calibration Meetings	Raters across departments provide feedback on talent assessed to calibrate ratings and ensure consistency; strategic talent identified across the organization	20-23
Develop	Formal education programs	Talent may participate in formal education programs to supplement their growth and development	24-27
	Individual Development Plan	Identify customized learning opportunities based on individual needs	28-29
	Development Resources	Strategic talent can use a vast majority of UA available resources to further their development journey	30-31
Review	Key Metrics	Leadership Committee monitors and tracks progress to measure success of talent management	32-33

Talent Management Process Steps

Process Step	Key Activities
1. Informational session conducted <ul style="list-style-type: none">Assessing & Developing Talent Guide	<ul style="list-style-type: none">Introduce talent management conceptsDiscuss process, roles and timelines
2. Leaders assess individual talent <ul style="list-style-type: none">Career DiscussionTalent Assessment Worksheet9-Box Talent Grid	<ul style="list-style-type: none">Hold career discussion with individual employeesAssess individual employee performance and potentialComplete 9-box talent grid
3. Company and corporate department calibrations <ul style="list-style-type: none">Calibration Guidelines	<ul style="list-style-type: none">Discussion of placement of strategic talentCandid dialog on placementsUpdate 9-box based on discussionsInitial strategic talent identified
4. Succession Plans Drafted	<ul style="list-style-type: none">Initial succession plans draftedPreparation for final calibration
5. Final Calibration	<ul style="list-style-type: none">Finalize 9-box, strategic talent list and succession plans