

Our Process Approach to Intelligence Alignment

*We help you achieve Extraordinary Results through
Everyday People*

How many of you experience these daily?

- ✓ You have too much time on your hands at work...
- ✓ You have a line of high-quality Job Candidates knocking at your door...
- ✓ Your workforce has all the talents needed to achieve your growth plans, including operate all the current and projected changes in technology...

Where are we going in this hour? (alignment)

- ✓ Transformation Methodology:
Problem Solving & Change Management
- ✓ Talent Acquisition: Attract, Source, Screen & Select
+ Probation
- ✓ Talent Development: Training

Critical Elements (to all 3)...*a Sampling*

- Corporate Strategic Plans ---> **Talent Strategies** ---> **Tactics**
 - **Corp:** Growth, Changes, #'s, Technology, Image, Culture...
 - **Talent:** Job Plans, Culture (e.g. employee engagement), Acquisition (e.g. succession mgt and career pathing), SME's...
- **Process Approach** = Systems Thinking; Workflows, Procedures & Tools; Proven Reliability = **Trust**

Critical Elements...*a Sampling (cont'd)*

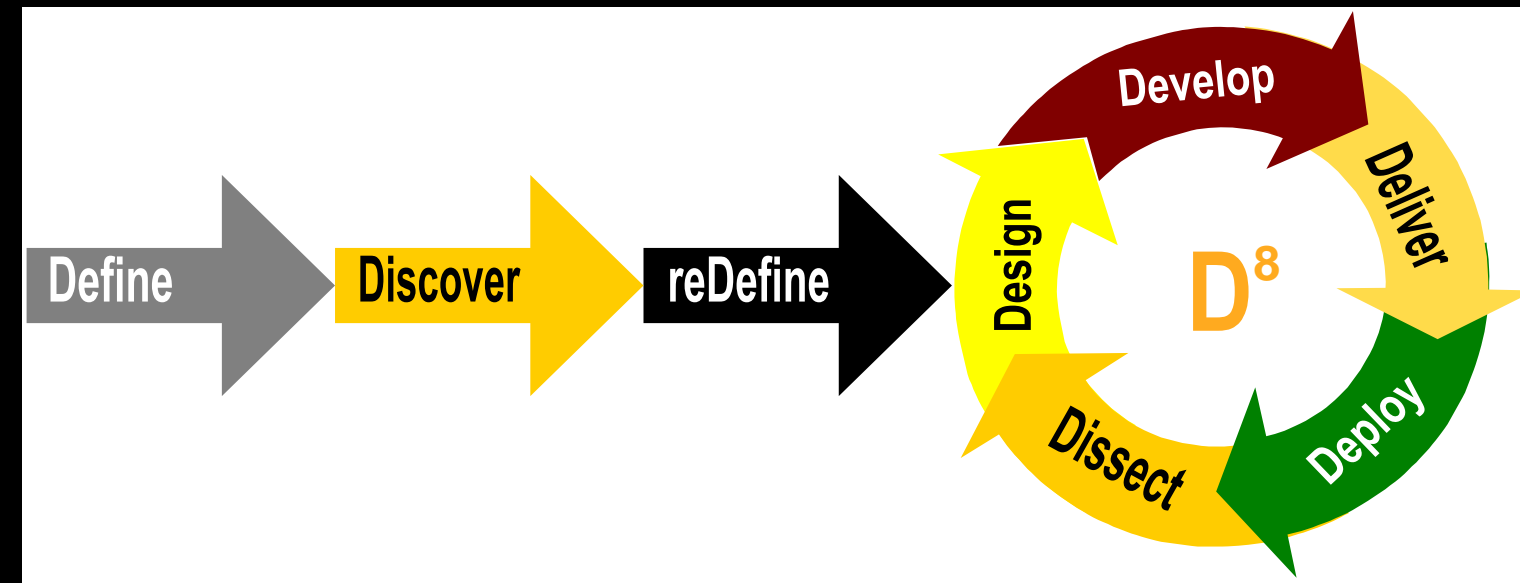
- **Integrated Thinking** = Holistic, Linked Behaviors = Connected, Domino Affect Outcomes
- **Alignment** ---> Employee Engagement = ↑ Motivation & Commitment
- **Job Plans**; detailed such as Mission, Expected Outcomes, Tools, Tasks, Standards, Measures, Authority
- **SME's...NOT Small & Medium sized Enterprises...**
Criteria Based Subject Matter Experts

SME's: Engaging Employees

As SME's, Mentors & Coaches, and Other Certifications

- **Identify Critical Talents**
- **Identify Crucial, At-Risk Talents**
- **Talent Architecture Maintenance**
- **Verify Talent Development/Growth**
- **JPA's - Maintenance and Consulting**
- **Recommend Job Candidate Assessment Tools**
- **Part of Talent Selection Team**
- **Lessons Learned Process**
- **Learning Maps Development and Verification**
- **Mentor & Coach Across Levels and Functions**
- **"What If Mind Drills" Development**
- **Facilitate On-Boarding and Ongoing Learning of Others: Formal & Informal Learning**
- **Job Shadowing and Structured OJT Delivery**
- **Performance Measure and Feedback of Others**
- **Integral to Process Change Teams**
- **Project Team Roles such as Project Team Leaders, Project Managers and Statistical Analysts**

D⁸ESIGNED FOR RESULTS; TRANSFORMATION METHODOLOGY



Define	Discover	re-Define	Design	Develop	Deliver	Deploy	Dissect
<ul style="list-style-type: none"> • An idea, problem, opportunity • Quick scope and impact analysis • Talents to be on team • Discovery Plan 	<ul style="list-style-type: none"> • Explore, research, study...DIG • DATA & Analytics 	<ul style="list-style-type: none"> • Exact situation • Future "Picture" • Goals & Objectives • Solution Systems • Solution Overview Plan, including teams 	<ul style="list-style-type: none"> • Systems, workflow, tools and integration 	<ul style="list-style-type: none"> • Develop = Create • Prototype • Tweak 	<ul style="list-style-type: none"> • Final solution with associated policies, processes, tools... to all affected staff • Training, create SME's, resolve solution Issues... 	<ul style="list-style-type: none"> • Put it to work! 	<ul style="list-style-type: none"> • Measure & Analyze • Track • Communicate • Tweak again!

TACTICS OF TALENT ACQUISITION

Approval



- Basically, a Process of Questions such as: In the: Budget, Succession Plan, Strategic Growth Plan... Job Plan Integration
- New Job or Unexpected Existing: Justification, ROI, Timeline, Impact...Effective Problem-Solving vs Hiring?

How many of you have ever experienced one of these?

- ✓ The “40 hour” hire for 20 hours of need
- ✓ The *Infringement* hire
- ✓ The *Ineffective Problem-Solving* hire
- ✓ The *Emotional* hire (AKA the *Tantrum* hire)
- ✓ The *Avalanche Effect* hire or Domino Effect or the *Your Problem is Now Our Problem* hire

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- Talents = Knowledge (e.g., science, standards, and procedures), task capabilities, tools usage, agility, learning capabilities, etc.
- Critical Talents to Perform Jobs → To Hire vs. To Develop...SME's
- Talent Dictionary

- Company message: what are the many sources of communication
- Engaging Communities of Interest (e.g., Educators vs Education)
- Misrepresentation: Integrated impacts
- Historical Sourcing Performance Data + New Trends

What are You “selling”...by Job, to Whom?

- ❖ Research your target audience.
- ❖ What does your website say, what are images it projects to potential candidates and to the community?
- ❖ What does your community involvement say about your company?
- ❖ What is your relationship with the Education Community?
- ❖ What do current and past employees say about their experience?
- ❖ What is your industry’s reputation, attraction?

TACTICS OF TALENT ACQUISITION

Source

- External vs Internal...Talent Gap Analysis
- Community, Education, Social Media, Referrals, Associations, Economic Dev., etc...National, International
- Where, how do we find our best performers? Track...by Job Category

Screen

- Identify & Develop Process: Tools, Success Criteria, & Scoring Matrix: Manager + SME → Acquisition Advisory Team
- Conduct Process: Documentation is critical; don't paraphrase
- Sifting and Benchmark Points

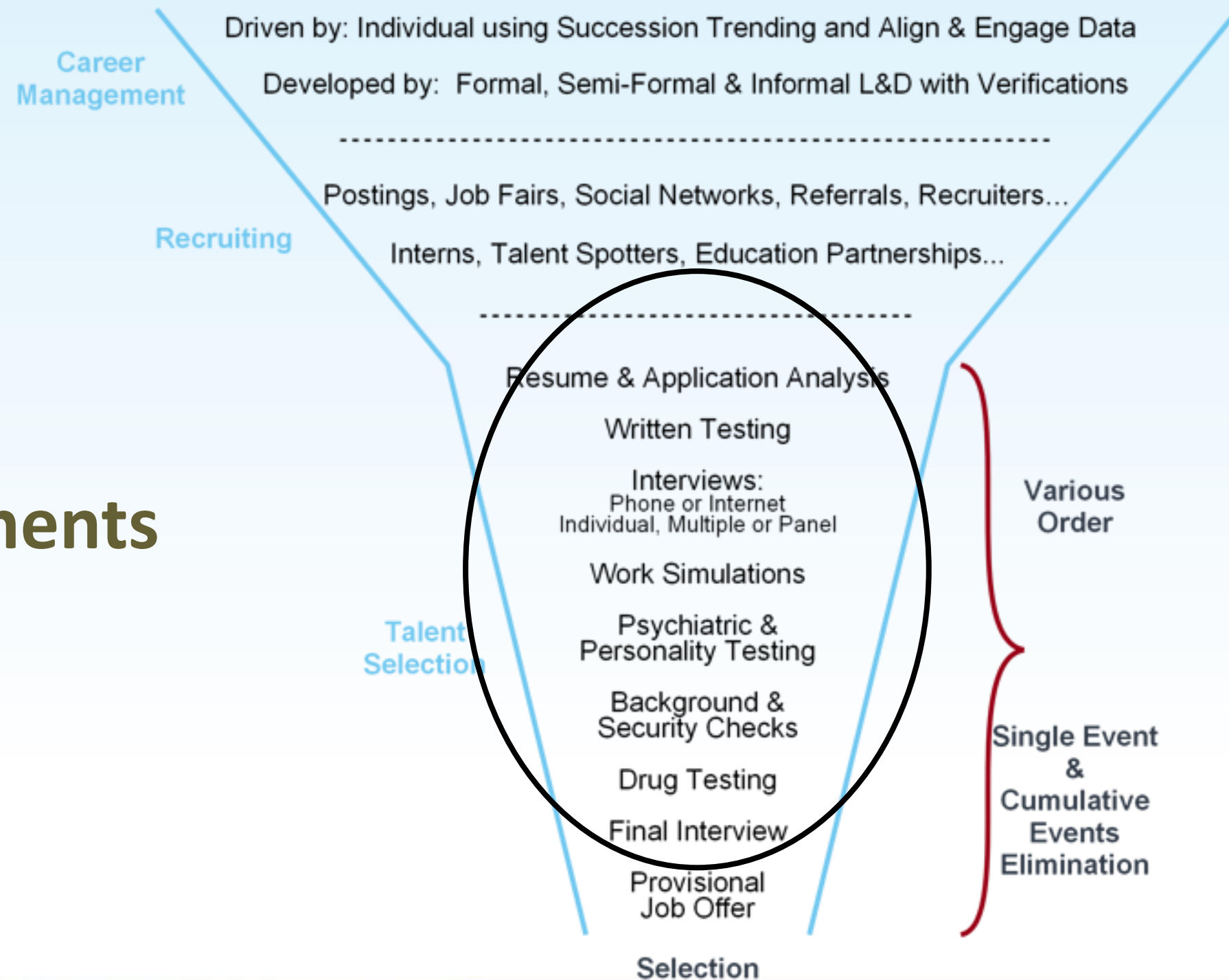
Talent Acquisition

Talent Acquisition Funnel

Building a talent selection process

- **Recruiting**
- **Selection**

- **Jobs**
- **Special Assignments**



Sample of Candidate Assessment Tools

Weighting?

(1)	(2)	(3)	(4)	(6)
Question	Critical Dimension (Principles, Cognitive Processing, Personal Characteristics & Behaviors)	Success Criteria	Candidate Answer	Candidate Execution (+1, 0, -1)
<p>1. What bothers you most about coworkers? Explain exact or specific behaviors and things they say that bother you. Give examples of situations.</p> <ul style="list-style-type: none"> • What should management do if these behaviors are exhibited on the job? • What should you do? • What are unacceptable responses to these behaviors by coworkers? 	<ul style="list-style-type: none"> ◆ Work ethic ◆ Appropriate behaviors ◆ How they deal with conflict ◆ Their work expectations & standards ◆ Communication skills ◆ Teamwork skills ◆ Empathy 			
<p>2. You arrive to start your shift. It is shift start time and you walk into OPS or PACU. Things are a bit crazy, everyone is busy. The supervisor is on the phone. What would you do?</p>	<ul style="list-style-type: none"> ◆ Initiative ◆ Team work ◆ Awareness ◆ Flexibility ◆ Creative thinking ◆ Analytical skills 			
<p>3. What does “initiative” mean to you?</p> <ul style="list-style-type: none"> • How do you display it; what exactly do you do to demonstrate initiative? • Give examples of how you have taken initiative before; on the job and in your personal life. • How often should Southeastern Med expect to see you demonstrate initiative? 	<ul style="list-style-type: none"> ◆ Initiative ◆ Drive ◆ “Get it done” 			

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Select

- Scoring Comparison Matrix: Weighted Phases of Screening Process
- Legal Compliance Verification Data
- Specialty Talents; Creative, Unexpected, but Identified...e.g., Crucial At-Risk and Not part of Current Job, but Part of Future Job Strategies

Has Project Management Experience	Is An Excellent Problem Solver	Has Significant Experience Researching
Has Experience With and Understands Statistics	Is a Good Meeting Manager	Is Excellent At Resolving Disputes or Mediating Disagreements and Conflict Between People
Is An Excellent Writer	Has Experience Organizing and Maintaining Project Committee Documentation	Is a Good Team Leader; People Trust and Will Follow Him/Her
Is An Excellent Persuasive Oral Presenter	Has Experience With the Project Subject Matter	Has Project Budget or Accounting Experience
Is An Excellent Proposal Writer	Has Significant Experiences Drawing Up Plans	Has Computer Hardware and Software Experience

TACTICS OF TALENT ACQUISITION

Probation

- Structured: On-Boarding + Job Training + Job Performance
- Perf. Measures + Success Criteria + Periodicity + Doc's, including reactions to Corrective Coaching
- Standards for Variances

**Retain
Decision**

- Three Part Weighted Scoring Matrix: 360 Review
- Debrief Process and Team