



Talent Management

*A Holistic Approach to
Managing your Workforce*

*Robyn Warren and
Stacy Edwards-Adrian*

Los Angeles Unified
School District



Successful organizations, both public and private, are recognizing that the employment assessment and selection process must be viewed as part of a larger, inter-connected ***talent management strategy***; a strategy where emphasis is not only on attracting, assessing, and hiring top talent, but also on developing and retaining excellent employees.

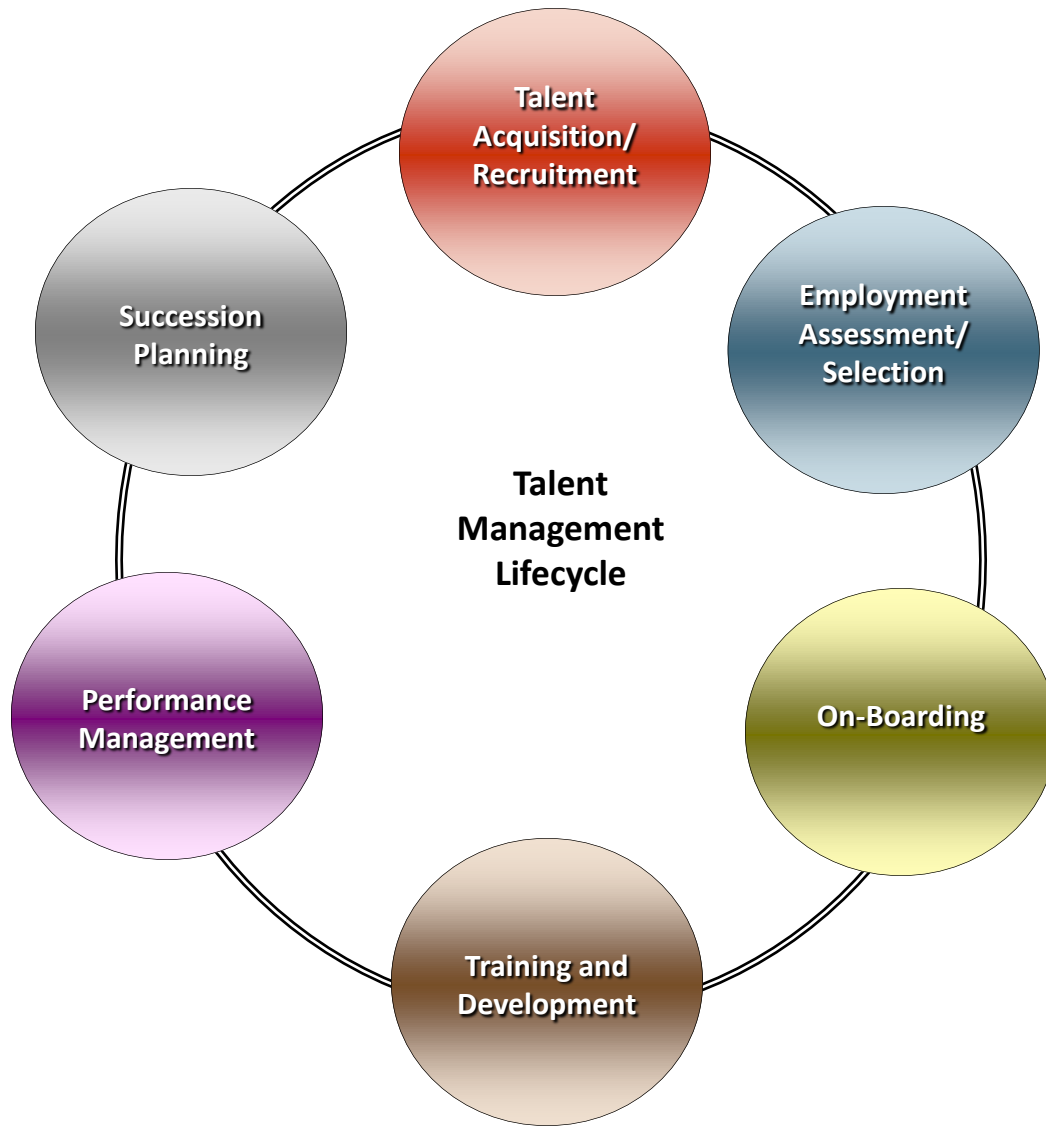
ENGAGING TALENT

Talent Management = the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs.

Talent Management = holistic view of entire HR life cycle, including recruiting, assessment, hiring, on-boarding, training/development, performance management, and finally succession planning.

ENGAGING TALENT





ENGAGING TALENT



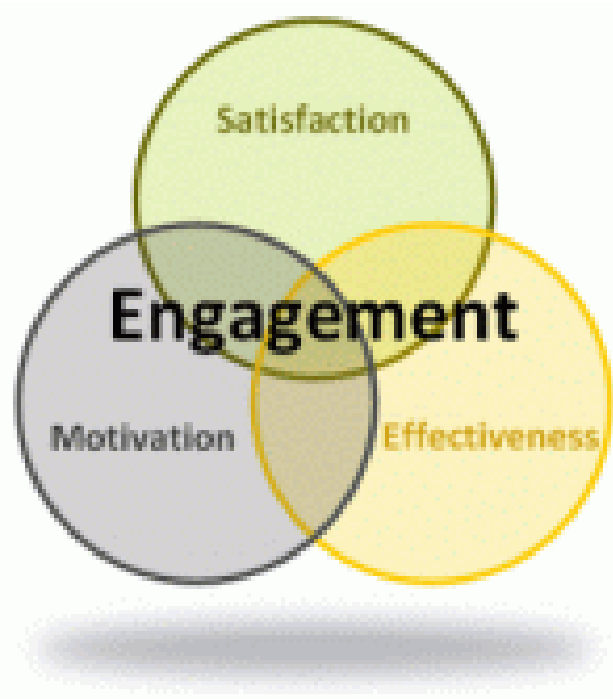
- Single most expensive and ***precious asset*** in most organizations is their workforce.
- ***Engagement*** and ***retention*** are a critical part of the talent management lifecycle.
- ***Engagement*** and ***retention*** of employees are often key to delivering better organizational results.
- Goal to create a workplace that is ***engaging*** and ***motivating***, where candidates are eager to become a member of the organization's team and where employees want to stay, grow and contribute their knowledge, experience and expertise.

It is the role of HR and organizational leaders to foster an environment for excellence.

ENGAGING TALENT



TALENT MANAGEMENT begins with an effective recruitment and selection strategy, but continues through the entire talent lifecycle.



ENGAGING TALENT



Why does Turnover Matter?

- Research suggests that direct replacement costs can reach as high as 50%-60% of an employee's annual salary
- Total costs associated with turnover can range from 90% to 200% of annual salary.



ENGAGING TALENT





- **Motivation and engagement must come from both the employee and the employer.**
- **Employees must be motivated to be successful.**
- **Employer must provide resources, opportunities, recognition and a positive work environment for employees to be successful.**
- **Engagement influences motivation. It is directly related to how hard people work and how long they stay with the organization.**

ENGAGING TALENT





TALENT ACQUISITION/ RECRUITMENT	<i>Engaging Candidates by:</i> <ul style="list-style-type: none">• Connecting with candidate using interactive recruitment strategies• Recruiting to find a person-organization fit as well as a person-position fit• Providing a realistic job preview as part of the recruitment campaign• Including internal candidates in your recruitment plans• Creating and maintaining a talent pipeline of skilled candidates
EMPLOYMENT SELECTION/ASSESSMENT	<i>Engaging Candidates by:</i> <ul style="list-style-type: none">• Using assessment methods that are considered by candidates to be relevant to the job• Assessing candidate “fit” or the compatibility of the candidate with the organization as a whole as well as with the target job• Using a candidate-friendly mode of administration
ON-BOARDING	<i>Engaging New Employees by:</i> <ul style="list-style-type: none">• Providing a formal on-boarding process for new hires• Providing supervisors and new hires with the information and support necessary to make a successful career transition• Offering a “buddy” program for new executive recruits• Providing resources for supervisors of employees who are reassigned due to a reduction in force

ENGAGING TALENT



TRAINING AND DEVELOPMENT/SUPPORTING ALL EMPLOYEES	<i>Engaging Employees by:</i> <ul style="list-style-type: none">• Ensuring that employees acquire the knowledge and skills they need to perform their jobs• Providing an opportunity for employees to learn new skills and a possible opportunity to promote.
PERFORMANCE MANAGEMENT	<i>Engaging Employees by:</i> <ul style="list-style-type: none">• Providing feedback and recognition for employee accomplishments.• Providing recognition and appreciation for excellence on the job• Providing training plans to support career goals.
SUCCESSION PLANNING	<i>Engaging Employees by:</i> <ul style="list-style-type: none">• Providing mentoring programs, formal staff development programs, and cross-training opportunities to support a succession plan.

ENGAGING TALENT

TALENT ACQUISITION/ RECRUITMENT

Messages conveyed while organizations recruit will influence future employees' engagement and commitment.

Evidence supports that recruitment practices strongly influence eventual employee turnover.



ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT

Engaging a candidate during the Talent Acquisition/ Recruitment Phase can include:

- *Connecting with candidate using interactive recruitment strategies.*
- *Recruiting to find a person-organization fit as well as a person-position fit .*
- *Providing a realistic job preview as part of the recruitment campaign.*
- *Including internal candidates in recruitment plans.*
- *Creating and maintaining a talent pipeline of skilled candidates.*

ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT

Using Interactive Recruitment Strategies.....

Why Social Media?

The top three reasons recruiters are using social media networking is to:

- Reach passive job seekers
- Control costs
- Source candidates for specialized, hard to recruit positions



ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT

Using Interactive Recruitment Strategies.....

Why Social Media for LAUSD?

- Traditional recruitment tools yielded high volume but low quality
- Need cost-effective tools in an era of limited resources
- Be at the forefront of education in public schools
- Show that LAUSD is the “Employer of Choice”
- More flexibility to align recruitment strategy with the District’s mission, vision and goals



ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT

The Evolution of Social Media



WEB 1.0

- Static
- One way
- Website



WEB 2.0

- Constant updates
- Interactive
- FB, Podcast, Twitter, Blogs, Wikis, Apps etc.



WEB 3.0

- Live
- 3D portals, avatar representation, Tinychat etc.



We Are Here

ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT



Linked In

The screenshot shows a web browser window displaying a LinkedIn group page. The browser's address bar shows the URL: <http://www.linkedin.com/groupinvitation?gid=1997274&invID=7292448&sharedKey=XT>. The page title is "Career Opportunities at LAUSD (Non-Instructional)". The user is logged in as "Robyn Warren" and is a member of the group. A green notification bar states: "You're already a member of the Career Opportunities at LAUSD (Non-Instructional) group." Below this, there is a section for "Groups in the LinkedIn app for iPhone and Android." The main content area features a discussion post by "Anna Forsberg, MS I/O, SPHR" from 10 days ago, which says: "Thank you for your interest in working with LAUSD. We are no longer accepting resumes for this position. Please keep an eye ...". The post has 3 comments. To the right, there is a "Manager's Choice" section titled "WE ARE LAUSD" and a "People You're Following" section featuring a link posted by Anna Forsberg to www.lausdjobs.org. The bottom of the browser window shows the Windows taskbar with various application icons and the system tray.

ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT



Twitter

LAUSD JOBS
@lausdjobs Los Angeles, CA 90017
Non-Teaching Jobs at the Los Angeles Unified School District
<http://www.lausdjobs.org>

Follow Text follow lausdjobs to your carrier's shortcode

Tweets Favorites Following Followers Lists

lausdjobs LAUSD JOBS
LAUSD is recruiting for Senior/Programmer Analyst Oracle. See us for more information at lausdjobs.org.
2 hours ago

lausdjobs LAUSD JOBS
LAUSD is seeking a Director of Accounting to oversee the accounting and budgeting fuctions. Apply at lausdjobs.org.
21 Oct

lausdjobs LAUSD JOBS
We are looking for an experienced Payroll Administration Manager to oversee payroll operations. Apply asap at lausdjobs.org.
21 Oct

Stay in touch with LAUSD JOBS
Join Twitter right now:

Full name
Email
Password
Sign up

Curious how LAUSD JOBS uses Twitter?
Discover who @lausdjobs follows

About @lausdjobs
140 Tweets 6 Following 549 Followers 15 Listed

About Help Blog Mobile Status Jobs Terms Privacy Advertisers Businesses Media Developers Resources

ENGAGING TALENT



TALENT ACQUISITION/ RECRUITMENT



Facebook

The screenshot shows a web browser window displaying the Facebook page for 'Los Angeles Unified School District Careers'. The browser's address bar shows the URL 'http://www.facebook.com/LAUSDcareers?v=wall'. The page header includes the Facebook logo, a login form with fields for 'Email' (containing 'stacyinsimiv@aol.com') and 'Password', and a 'Log In' button. Below the header is a 'Sign Up' button and the text 'Facebook helps you connect and share with the people in your life.' The main content area features the page title 'Los Angeles Unified School District Careers' with a 'Like' button and a 'Create a Page' button. The page description reads 'Community Page about Los Angeles Unified School District' and 'Los Angeles, California'. A 'Wall' section is visible with a 'Post' button and a text input field containing 'Write something...'. A post from the page is shown, titled 'Executive Speaker Series - Cal Poly Pomona' with the URL 'www.csupomona.edu' and a description of the speaker, Beverly Macy. The bottom of the screenshot shows the Windows taskbar with various application icons and the system tray.

ENGAGING TALENT

TALENT ACQUISITION/ RECRUITMENT

Recruiting to Find a Person/Organization Fit.....

Employees tend to stay with an organization when there is a fit not only between themselves and the job, but a fit between themselves and the organization.

Recruitment messages should include accurate information about the culture and values of the organization.

Much of this can be communicating with the Employer Brand. An Employer Brand is the organization's “promise” to the candidate.



ENGAGING TALENT



OUR BRAND

Talented People. Innovative Minds.
Bringing Excellence to the Business of Education

Conveys the following messages:

- The LAUSD is seeking innovative and talented individuals to fill our business related (non teaching-related) jobs.
- The message fits well with LAUSD's mission to be innovative and strategic in their delivery of K-12 education.

ENGAGING TALENT

