Talent Management
Stanford IT Services

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Stanford University
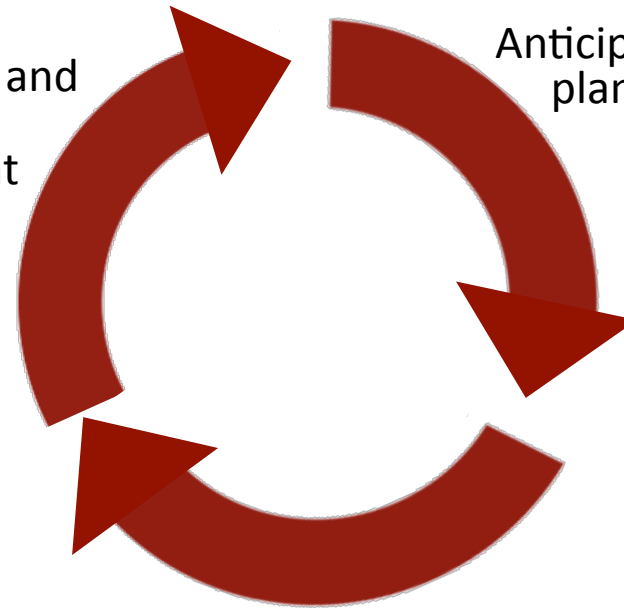
October 13, 2009

Stanford IT Services – *talent management model*

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Establish and maintain alignment

Anticipate and plan for the future

Build on organizational strengths and grow talent

Stanford IT Services – *talent management model*

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Job Descriptions
(setting and documenting expectations)

Performance Management
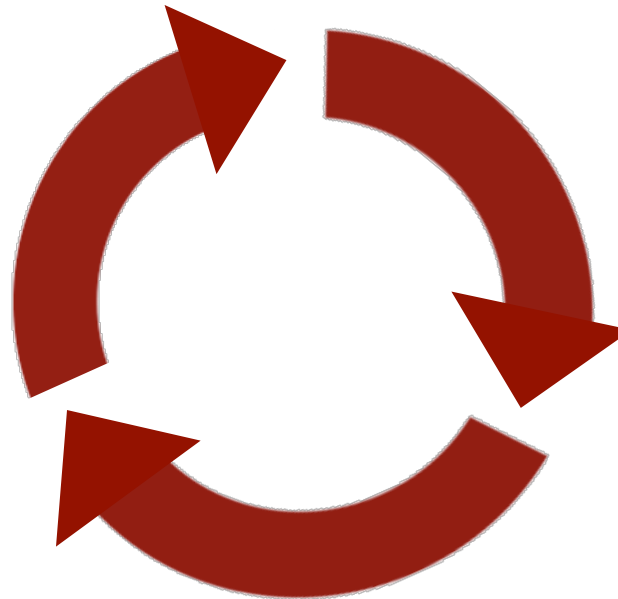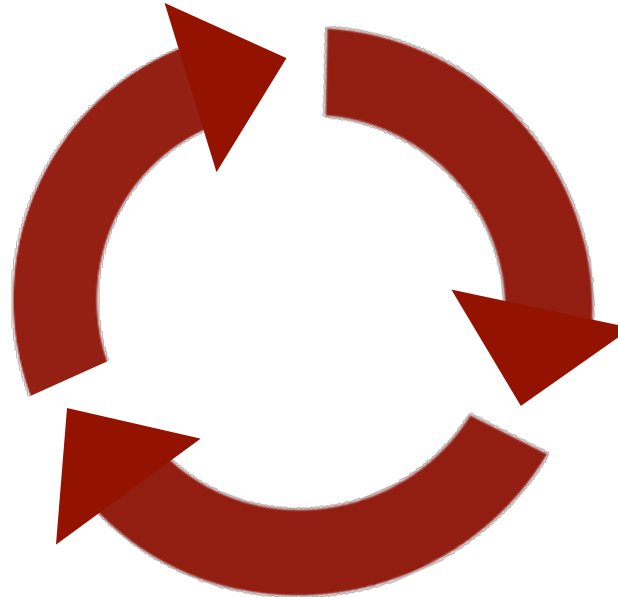(goal-setting, performance measurement, performance evaluations
Key Tools: ePerformance (IPP); Performance Improvement Plans/PIP)

Competency Models
(Stanford Leadership Competencies; IT Services IPP/360 Behavioral and Leadership Competencies [currently being revised]; workgroup Competency Profiles that document expectations for technical and management/ leadership roles, with cumulative skill/ competency progressions)

Orientation
(under construction)

Anticipate and plan for the future

Staff Portfolio Management
(talent management based on assessment of results delivery, meeting commitments, meeting expectations for future performance, capacity, and interest in growing to the next level [either technical or management]
Key tools: 9Block assessments for leaders/managers, individual contributors, workgroups; rotational assignments, term assignments)

Skills and Competencies Assessments
(*Key tools:* 360 for Managers and Directors; departmental Skills and Competencies Assessment)

Succession Planning
(*Key tool:* Succession Readiness Grid)

Strategic Planning
(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

Build on organizational strengths and grow talent

Individual Development Plans
(Training classes and other skills/competency development; Leadership Development Library/ThinkBox)

Coaching and Mentoring
(formal program; informal and peer mentoring; ITLP and external mentoring)

ITLP/SSLDP (and other leadership development programs)

** Note that organizational, strategic, management **communication** is a tool that supports and enables every other tool in this toolbox*

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IT Services Talent Management Tools
Job Description TEMPLATE

Primary Purpose(s)	Summarize the basic function(s), general purpose, and role of this job.
Duties and Responsibilities	Statements that describe the major duties and responsibilities of this job. Include only responsibilities related to the primary function of the job where failure to perform them would have serious consequences.
Knowledge	Describe the technical or business knowledge required to complete the job's primary responsibilities.
Education	Required and desired level of educational background to perform this job.

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IT Services Talent Management Tools
Performance Improvement Plan

Employee Name:		
Title/Position:		
Classification/Grade:		
Executive Director:		
Manager/Supervisor:		
Measurement:		

Discussion Points / Overall Summary

Performance Improvement Plan

Goals and Deliverables	Expectations	Measure	Status and Other Notes

APPENDIX – Role Description

INSERT

FY09 Performance Improvement Plan – [name]

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Leadership Attributes

Personal Attributes	Interpersonal Attributes	Achievement Attributes
❑ Adaptability and Flexibility	❑ Building and Maintaining Relationships	❑ Accountability
❑ Courage and Conviction	❑ Communicating Effectively	❑ Building and Supporting Diversity
❑ Emotional Intelligence	❑ Leading & Developing Others	❑ Business Skills and Knowledge
❑ Ethics and Values		❑ Contextual Perspective
❑ Integrity and Trust		❑ Making Decisions Effectively and Decisively
❑ Intellectual Agility		❑ Vision and Strategy

Note: This is an **example** of a competency model in use at Stanford. Specifically, this is the Stanford Leadership Competency Model.

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IT Services Orientation

Revised Program Materials

DRAFT 091809 v7

Stanford IT Services – *talent management model*

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(workgroup quarterly roadmaps; annual strategic plan;
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Anticipate and plan for the future

GROW Employee is still learning a new job or role (often within 6 months of assuming new role); typically employee is meeting objectives, but we expect more; expectations should be documented in IPP **1**	**PROPEL** Employee demonstrates sustained strong performance and effectiveness, achieving all and exceeding some individual goals and expectations; employee is still developing skills/competencies; expectations should be documented in IPP **2**	**ADVANCE** Employee demonstrates sustained highest performance and effectiveness, consistently performing beyond expectations, achieving all & exceeding most individual goals, often with breakthrough results; employee shows interest and aptitude to advance and models positive behaviors; expectations should be documented in IPP **3**
TRANSFORM Employee's current performance is inconsistent, often just meeting or missing objectives; employee has capacity for more; expectations for transformative improvement should be documented in a Performance Improvement Plan (PIP) **4**	**DEVELOP** Employee demonstrates sustained effective performance currently working "at level"; development / career plans and expectations (especially to keep skills current) should be documented in IPP **5**	**LEVERAGE** Employee demonstrates sustained strong performance and effectiveness, achieving all and exceeding some individual goals and expectations; employee models positive behaviors; expectations should be documented in IPP **6**
TRANSITION Employee's current performance is inconsistent and/or inadequate; there needs to be a dramatic change in their approach to work documented in a Performance Improvement Plan (PIP) and/or Transition Plan **7**	**IMPROVE** Employee's current performance is adequate, often meeting objectives; however capacity and interest in excelling beyond basics of role is unclear; expectations should be documented in a Performance Improvement Plan (PIP) **8**	**SUSTAIN** Employee demonstrates sustained strong performance; employee models positive behaviors; expectations should be documented in IPP **9**

POTENTIAL — High / Low

RESULTS — Low (Sustained Lowest Performers) / High (Sustained Highest Performers)

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Note: The 9Block tool was developed specifically for IT Services, and was originally based on organization effectiveness tools used by Sun and Cisco.

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Anticipate and plan for the future

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Note: IT Services' 360 assessment tool is 49 questions based on the IT Services competency model. The survey is administered by an external vendor (3DGroup) to assure feedback confidentiality.

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SUCCESSION READINESS GRID

Complete the "succession readiness grid" to identify employees who could fill specific job roles or assignments in the future. [...] skills, knowledge, and attributes needed to be successful. This groundwork is followed by identifying employees and their lev[...]

ORGANIZATION:				
THE ROLE		**READY NOW**		**READY WITHIN 18**
CRITICAL JOB / ROLE	**NAME**	**POSSIBLE SUCCESSOR(S)**	**CAPABLE? INTERESTED?**	**POSSIBLE SUCCESSOR(S)**

Notes:
*For **Capable? Interested?** column, note more than yes/no; note key rationale plus areas for development*

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Build on organizational strengths and grow talent

Computing Services Skills and Competencies Assessment
Individual Development Plan

Employee Name:		Current Career Direction and Professional I...
Title/Position:		• **Career Goal:** [insert goal/direction after co... employee]
Classification/Grade:		• **Professional Interests:** [insert text after co... with employee]
Executive Director:		• [insert other notes as necessary]
Manager/Supervisor:		
Mentor *(if applicable)*:		

Key Development Activities:

Development Opportunity	Recommended Strategies	Recommended Training	Recommended Reading	Other Development Activities

Project/Work Assignment(s):

Notes from Development Conversations:
• [insert text]

FY09 Development Plan

IT Services Talent Management Tools
Development Plan

Employee Name:	Possible Next Position:
Title/Position:	• **Career Goal:** [insert agreed-upon direction to be inserted after conversation with employee]
Classification/Grade:	• **Notes from Succession Readiness Grid (Dec 08):** [insert notes]
Executive Director:	
Manager/Supervisor:	
FY09 Mentoring Program: *(if applicable)*	

Key Development Activities:

Leadership Team ☐   ITLP Attended ☐   ITLP Scheduled ☐   Mentor ☐   Mentee ☐

Skills-Building Training	Project/Work Assignment	Governance Group Assignment	Other Development Activities

Notes from Development Conversations – Current Career Direction and Professional Interests:
• [insert text]
•

FY09 Development Plan – [name] | 1

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Build on organizational strengths and grow talent

Developing IT Leaders

MOR ASSOCIATES

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Where to find the tools

ESTABLISH AND MAINTAIN ALIGNMENT	
TOOL	**WHERE TO FIND IT**
Job Descriptions	Templates for creating job descriptions are available through IT Services HR and at https://www.stanford.edu/dept/its/group/allstaff/hrprograms.html; contact IT Services HR for current job descriptions
Performance Management	For IT Services' performance management process and current IPP forms, go to: https://www.stanford.edu/dept/its/group/allstaff/programs/employeedevelopment/perfmgmt.html *(Note: This information will be updated to reflect the new ePerformance tool and process)*
Competency Models	Refer to IPP appendix for current IT Services Competency Model and Stanford Leadership Competencies

ANTICIPATE AND PLAN FOR THE FUTURE	
TOOL	**WHERE TO FIND IT**
Strategic Planning	Templates for workgroup quarterly roadmaps and technical strategy documentation are available from your Director; current workgroup quarterly roadmaps may be found at: http://its.stanford.edu/roadmaps, and the current Strategic Plan may be found at: https://www.stanford.edu/dept/its/group/allstaff/its/
Staff Portfolio Management	Templates that support Staff Portfolio Management include 9Block tools for workgroup and individual contributor assessments, and 9Block tools for leadership/management assessment; blank templates and process guidelines are available from your ED
Skills and Competencies Assessments	Workgroup-specific tools and analysis are created in the course of a facilitated organizational effort; for example, Competency Profiles are updated/created in the course of Skills and Competency Assessments; *(Note: Some workgroups have existing (potentially out-of-date) competency profiles which may be found at https://www.stanford.edu/dept/its/group/allstaff/model.html; this website itself is currently out of date and will be updated/replaced at some point in the future).* There is a technical skills/competency assessment currently underway in Computing Services; contact your ED for more information
Succession Planning	Contact your Director/ED for information about succession planning and for the Succession Planning Grid template

BUILD ON ORGANIZATIONAL STRENGTHS AND GROW TALENT	
TOOL	**WHERE TO FIND IT**
Individual Development Plans	Development Plan templates are currently available through your ED and will soon be posted on the web (URL TBD); development plans are also created as a result of Skills/Competency Assessments and Staff Portfolio Management-related 9Block assessments; skills-building classes and other competency development opportunities (such as project/governance group membership, etc.) should be included in Development Plans
Coaching and Mentoring	Contact your Director/ED for additional information
ITLP/SSLDP	Contact your ED for information about these leadership development programs; nominations for these programs are determined annually by the EDs

Communication	*Communication is a two-way tool that supports and enables every other tool in the Talent Management Toolbox; cascading communication points are typically included in itsinbits and through management lines; contact your Director with questions and concerns related to communication*