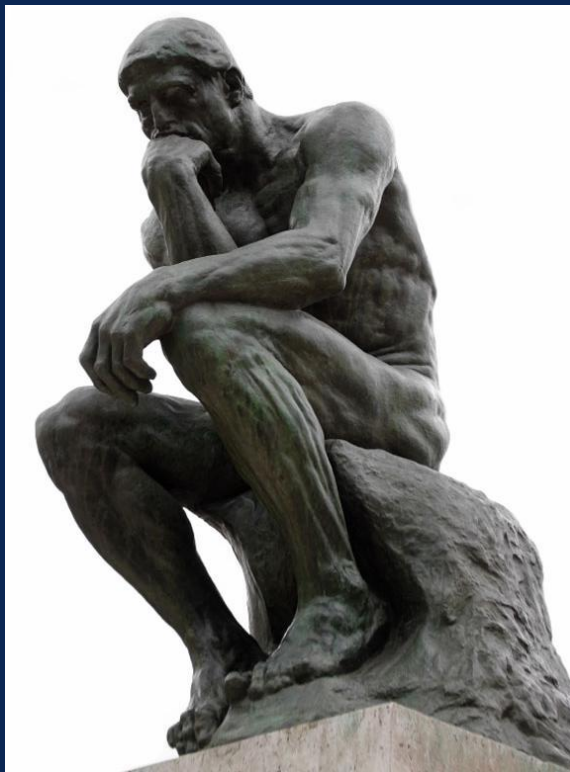# Selection Methodology

brainard
STRATEGY

What is a Talent Architect?
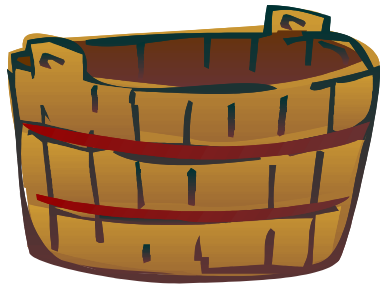
Answer:

- Someone who attracts, develops, and retains talent
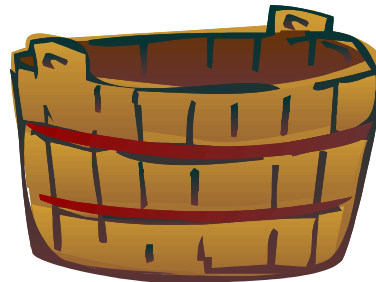
Talent Architect: The Three Buckets
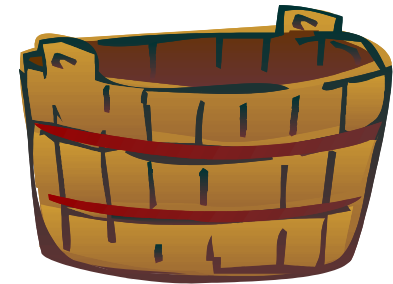
Supporting buckets

TALENT ACQUISITION

TALENT MANAGEMENT

TALENT RETENTION

Talent Acquisition

Talent acquisition includes

- Selection methodology
- Assessment (statistical validation of external and internal tools)
- Behavioral based interviewing
- On-boarding
- Diversity program

Talent Acquisition Process

Job Profile → **Choose Interview Team** → **Resume Screen** → **Interest Screen**

Selection Assessments ← **Behavioral Based Interviews** ← **Data Integration** ← **Decision Making Process**

Reference Check → **Job Offer** → **On-Boarding**
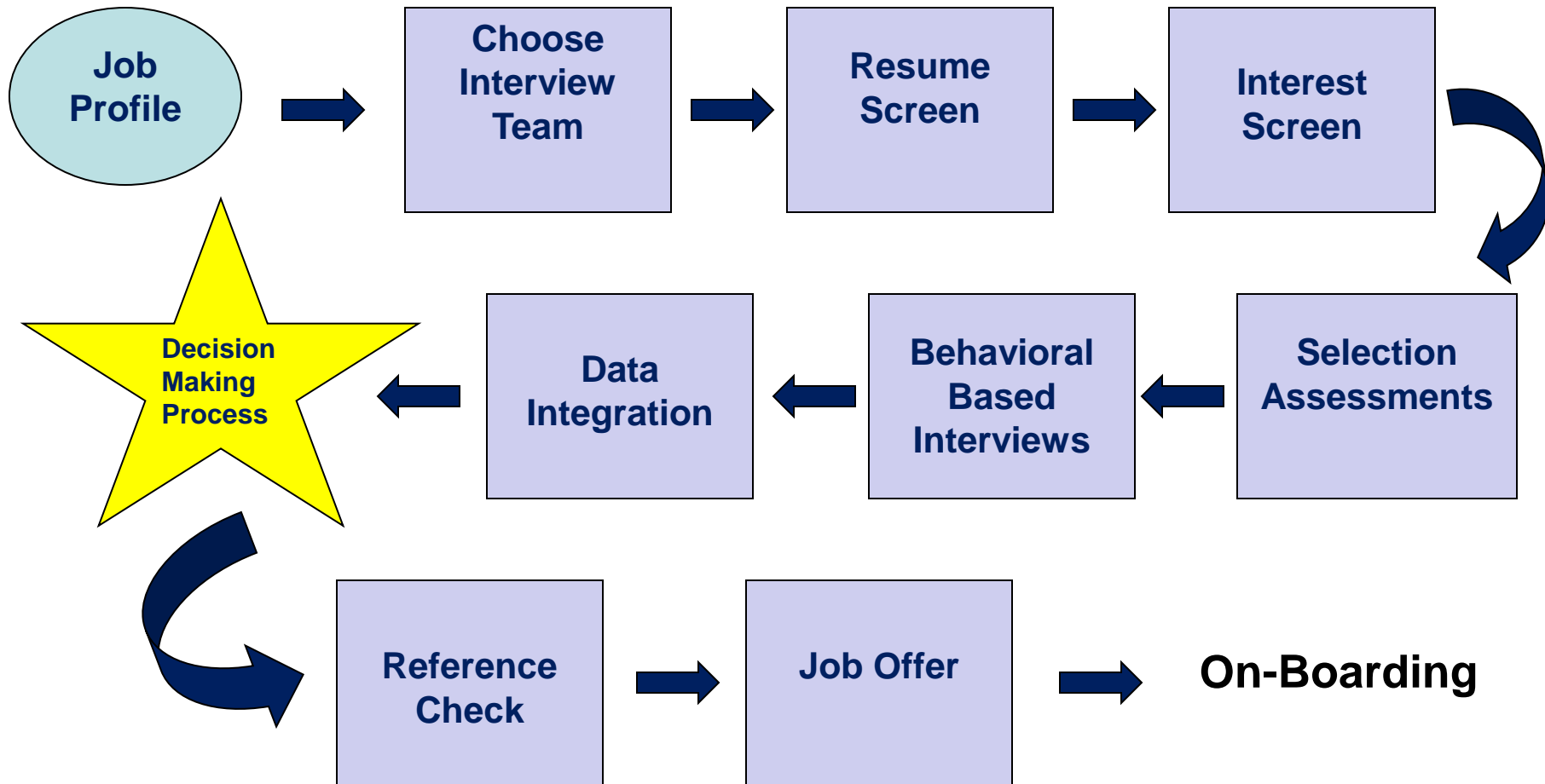
Talent Management

Talent management includes

- Performance management

- Leadership and training development

- Succession planning

- Talent assessment/planning

- Executive coaching

- Employee development program

Performance Management Strategy

Talent Planning Objectives

- Align beliefs around talent (talent philosophy)

- Agree on talent rankings by function (talent assessment)

- Classify jobs into categories (position identification)

- Set ratings goals for job categories (position evaluation)

- Identify training and development needs across the organization (organizational training matrix)

- Determine rewards and recognition philosophy (talent retention philosophy)

Position Identification

	A Position STRATEGIC 🔴	B Position OPERATIONAL 🟡	C Position STAPLE 🟢
DEFINING CHARACTERISTICS	**Has a direct strategic impact** AND **Exhibits high performance variability among those in the position, representing upside potential**	**Has an indirect strategic impact by supporting strategic positions and minimizes downside risk by providing a foundation for strategic efforts** OR **Has a potential strategic impact, but exhibits little performance variability among those in the position**	**May be required for the firm to function but has little strategic impact**
Scope of Authority	**Autonomous decision making**	**Specific processes or procedures typically must be followed**	**Little discretion in work**
Primary determinant of compensation	**Performance**	**Job level**	**Market price**
Effect on value creation	**Creates value by substantially enhancing revenue opportunities are greater loss to the firm**	**Supports value-creating positions**	**Has little positive economic impact**
Consequences of mistakes	**May be very costly, but missed revenue opportunities are greater loss to the firm**	**May be very costly and can destroy value**	**Not necessarily costly**
Consequences of hiring wrong person	**Significant expense in terms of lost training investment and revenue opportunities**	**Fairly easily remedied through hiring of replacement**	**Easily remedied through hiring of replacement**

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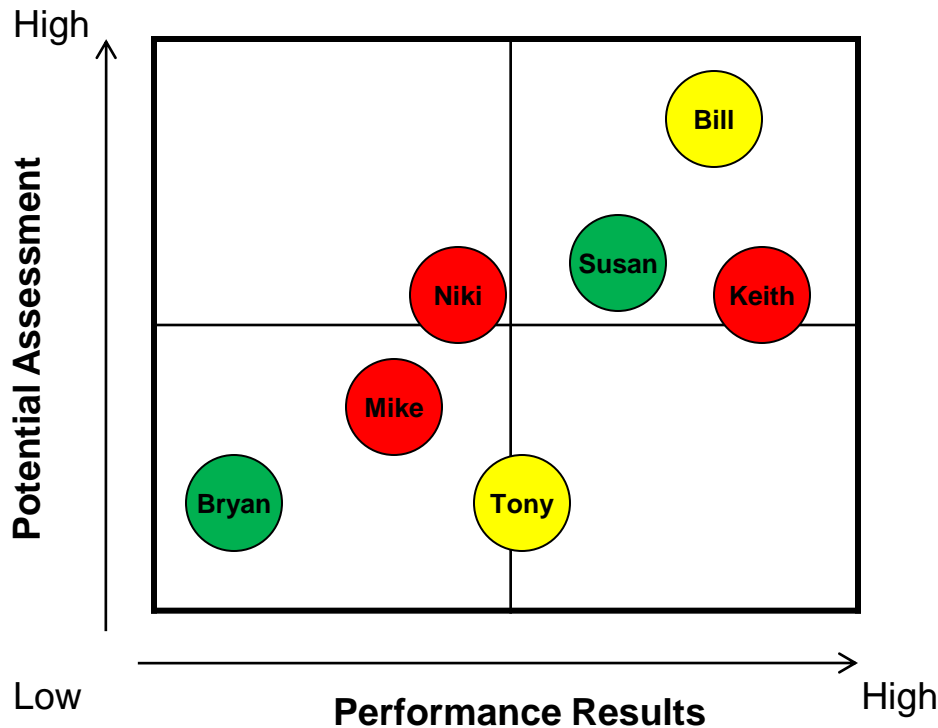STRATEGY

Talent Planning Objectives

Performance: an assessment of how an individual is doing in their current position.

- This typically includes the assessment of the individual's technical capability in their given field

Potential: an assessment of an individuals ability to move to higher levels of leadership.

- Should have a solid foundation of leadership skills on which to build

- Should have potential to take on new roles/responsibilities

- Not necessarily one specific job, but any number of roles within the company

- Assess against leadership characteristics

Talent Planning Objectives

NOTE: It's important to differentiate between high performance and high potential – but to consider both

Talent Retention

Talent retention includes

- Compensation strategy

- Values/rewards and recognition program

- Organizational survey

- Culture

Total Rewards Strategy

Total awards strategy aligns our pay for performance strategy to each of our compensation tools

- Salary structure
- Semi-annual promotion program
- Semi-annual pay adjustment program
- Annual merit program
- Annual performance bonus

Success Metrics

We analyze the following talent architect success metrics

- Performance (mid and end of year)
- Performance to leadership competencies
- Employee potential
- Productivity
- Job satisfaction
- Attrition (voluntary and involuntary)
- Development planning
- Training success metrics/evaluations
- Program evaluation(s)