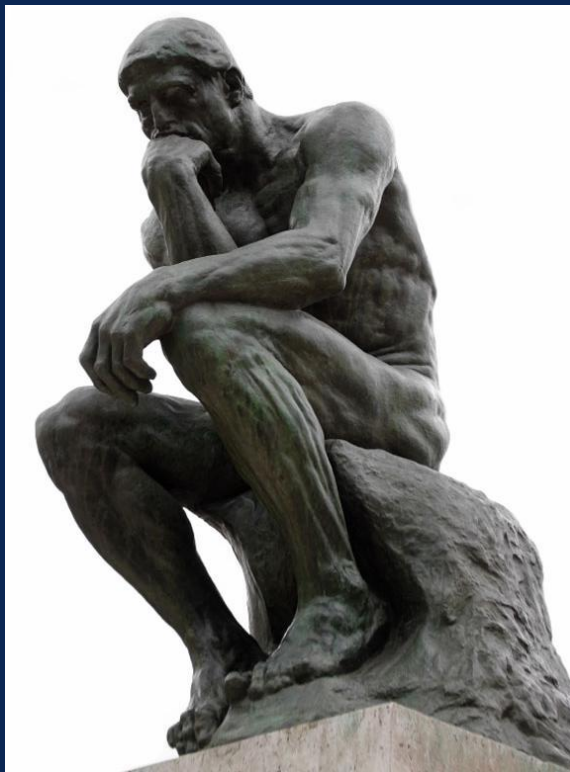


# SELECTION METHODOLOGY



brainard  
STRATEGY

# What is a Talent Architect?

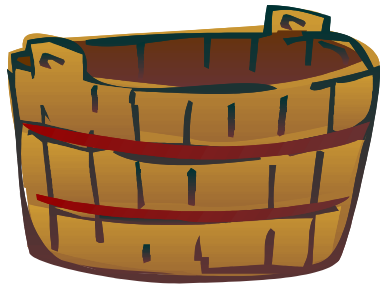
## **Answer:**

- **Someone who attracts, develops, and retains talent**

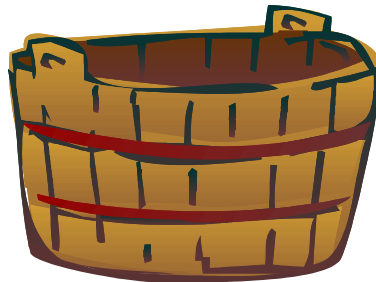
# Talent Architect: The Three Buckets

Supporting buckets

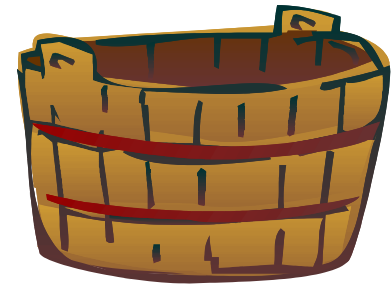
**TALENT  
ACQUISITION**



**TALENT  
MANAGEMENT**



**TALENT  
RETENTION**

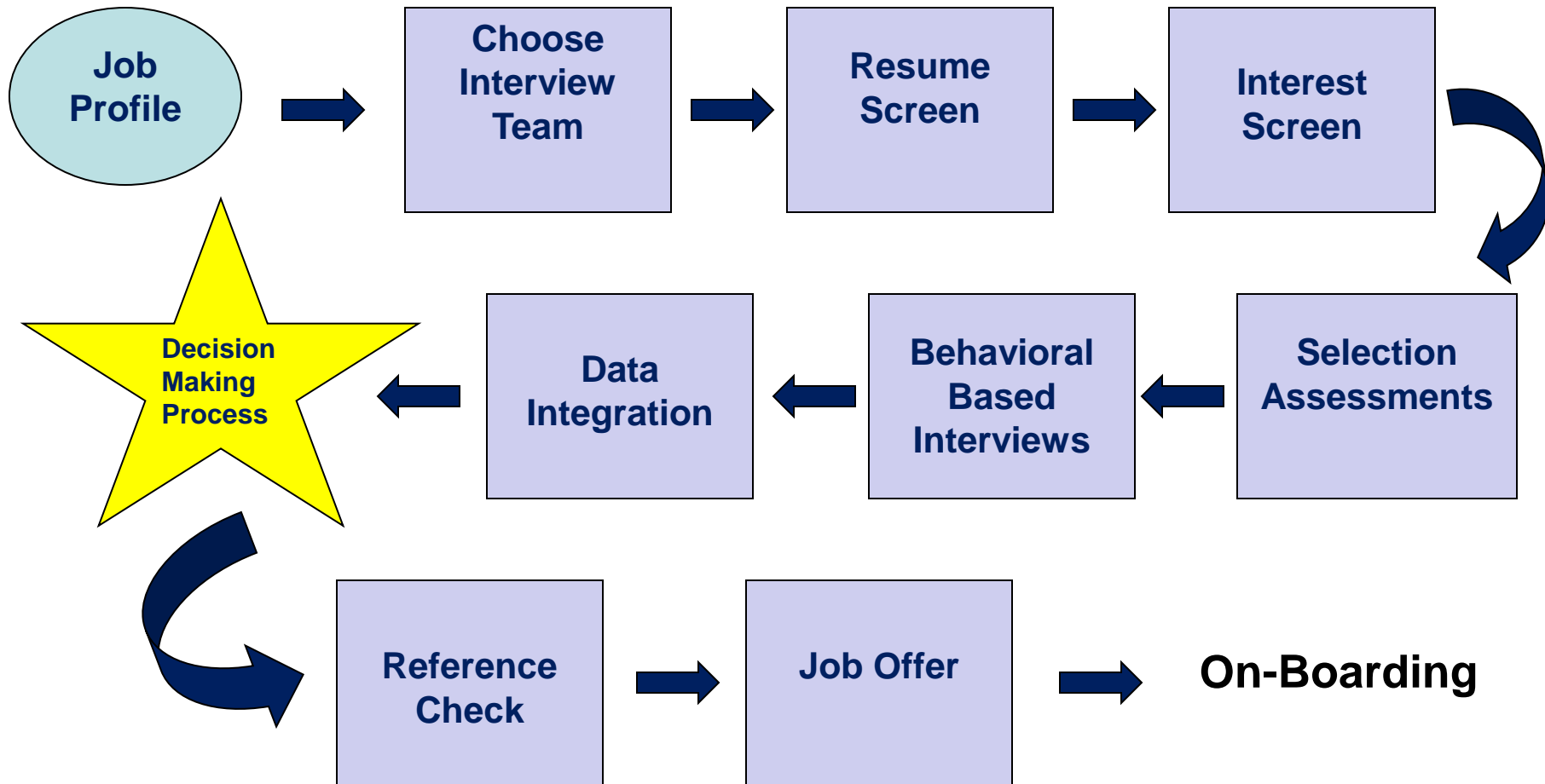


# Talent Acquisition

Talent acquisition includes

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

# Talent Acquisition Process



# 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	<b>Has a direct strategic impact AND Exhibits high performance variability among those in the position, representing upside potential</b>	<b>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</b>	<b>May be required for the firm to function but has little strategic impact</b>
Scope of Authority	<b>Autonomous decision making</b>	<b>Specific processes or procedures typically must be followed</b>	<b>Little discretion in work</b>
Primary determinant of compensation	<b>Performance</b>	<b>Job level</b>	<b>Market price</b>
Effect on value creation	<b>Creates value by substantially enhancing revenue opportunities are greater loss to the firm</b>	<b>Supports value-creating positions</b>	<b>Has little positive economic impact</b>
Consequences of mistakes	<b>May be very costly, but missed revenue opportunities are greater loss to the firm</b>	<b>May be very costly and can destroy value</b>	<b>Not necessarily costly</b>
Consequences of hiring wrong person	<b>Significant expense in terms of lost training investment and revenue opportunities</b>	<b>Fairly easily remedied through hiring of replacement</b>	<b>Easily remedied through hiring of replacement</b>

# Talent Planning Objectives

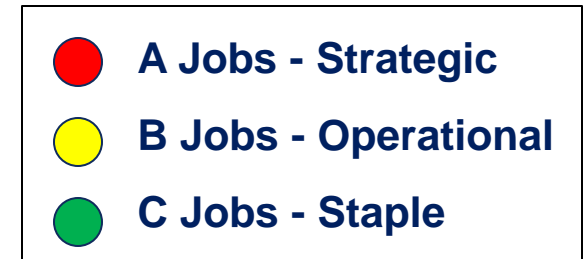
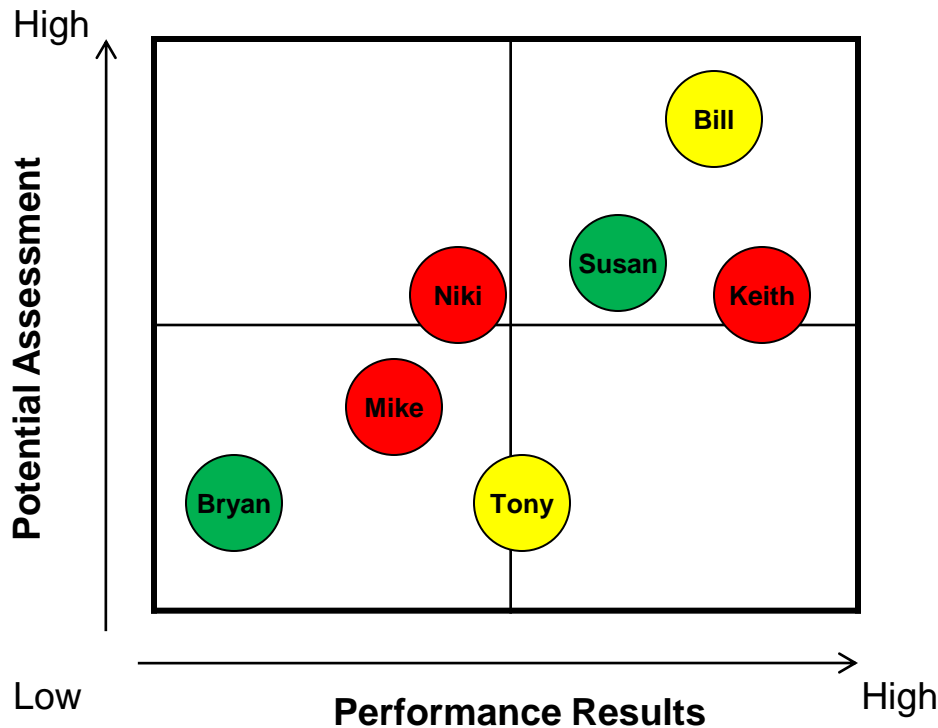
**Performance:** an assessment of how an individual is doing in their current position.

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

**Potential:** an assessment of an individual's 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)