Building an Effective Talent Inventory & Management Foundation for Mid-Sized Businesses
Case Study- **INPO**: A Journey Of Succession (40 Min)

- Introduction
- Timeline 2004-Today
- The Journey in Detail
  - Challenges
  - Solution
  - Results
  - Future Plan

**Jump Start Your Journey** (10 Min)

- Introduction to Talent Tracker

**Q&A** (5 min)
Our Guest Speaker

Institute of Nuclear Power Operations

• Not-for-Profit organization
• Self-regulating arm of the nuclear power industry
• Formed in 1980 in response to the accident at the Three Mile Island nuclear plant (March 1979)
• ~400 employees
• Based in Atlanta, GA

Jim Bassett
Manager, Employee Development
Talent Management at INPO: A Brief History

2007 Process Improvement/Measures

2006 Succession Planning/SuccessFactors

2005 Talent Management Strategy

2004 Reality Sets In
Current Company Challenges- The writing on the wall...

- 60% attrition in next 10 years
- All directors and vice presidents to retire w/in 10 years
- Two successive culture surveys (2000 and 2004) indicate dissatisfaction with career growth and opportunities
- New VP over HR points out our lack of rigor in talent management and succession planning
An Additional Storm on the Horizon

Future Industry Challenges- The need to prepare...

- Nuclear “renaissance” creating competition for limited talent
- Usual pipelines have narrowed or dried up
  - Nuclear engineering programs have shut down
  - Nuclear navy has been greatly reduced
- No longer able to hire 10-20 year experienced managers
- 30 New power plants breaking ground in next 10 years
  - 80,000 New jobs need to be filled with talented people
Meeting the challenge- Getting ready...
The Management and Executive Development Process
• Defined governance structure
• Defined potential
• Populated Performance-Potential Matrix
• Defined Key Positions and Successors
• Performed Talent Reviews
• Created Development Plans for Each MEDP participant
• Created Three-year Assignment Plan
• Established Metrics
• Populated SuccessFactors with Data (2006-2007)
What is Potential?

Defining “A Players” - What we want in our best people...

- Willingly takes on different or first-time challenges
- Open to feedback
- Easily learns new technologies/functions
- Likes to try different approaches
- Tends to be innovative, creative, or visionary
- Deals with ambiguity and complexity well
- Changes behavior readily
- Cool under pressure
- Driven to achieve and excel
- Usually performs well under all conditions
- Potential to be successful in another function/department
- Emotionally mature
Where we need our best people- Our Starters...

- Critical to INPO’s ability to fulfill its mission
- Unique requirements beyond those typical of management
  - Skills
  - Education
  - Background
- May require specialized development or training prior to filling the role
- Tends to develop the competencies and skills needed to move into higher levels within the organization
Choosing the Right Technology

What tools are needed- Fitting the tools to the plan...

- Clear set of specifications
- Treated as a project (team, plan, resources)
- Quickly eliminated all but two using specifications
- Final choice made on anecdotal information from customers
Key Vendor Differentiators

What we looked for - Are they a good partner...

- Does the product fit our processes?
- Is the company sound?
- Are the company representatives friendly, knowledgeable, and accessible?
- Is the product a “one trick pony” or can it be expanded?
- Customer satisfaction?
- Price (after all other factors have been considered)
How We Are Using SuccessFactors

What’s in our tool kit- Our bag of tricks...

- Employee Profiles
- Performance Potential Matrix
- Talent Search
- Organization Chart—Succession display
Employee Profile =
Inventory Talent

Personal Information
User Name: bassettn
Full Name: James N. Bassett
Title: Principal Program Manager
Job Code/Role: IC
Business Phone: 770/644-8545
Business Fax:
Email: Bassettn@Inpo.org
Department: Employee Development
Division: Human Resources
Hire Date: 01/10/1991

Work Experience Within Company

Special Assignments/Projects

Previous Employment

Formal Education

Certifications/Licenses

Language Skills

Career Interests

Geographic Mobility

Honors/Awards

Professional Memberships

Community Involvement

Performance-Potential Matrix
Goal-Competency Matrix
Organization Chart
Talent Search
**Performance Potential = Calibration**

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Talent Search = Manage Pools

### Profile Criteria

- **Profile:** no profile criteria
- **Background:** Geographic Mobility: Willing to Relocate: Yes
- **Competencies:** no competency criteria

### Talent Search

#### Employee Profile
- Performance-Potential Matrix
- Goal-Competency Matrix
- Organization Chart

#### Talent Search
- Create New
- Action Needed
- Ready Now
- AccTM
- AccTM & TM
- OF DM

#### Profile Criteria

- **Employee**
  - Albert R. Hochevar: 0.0
  - Cynthia L. Connelly: 0.0
  - Thomas Lekas: 0.0
  - Mechelle S. Stanton: 0.0
  - Roger E. Spinnato: 0.0
  - Warren D. Wood: 0.0
  - Michael H. McWilliams: 0.0
  - Nelson C. Smith: 0.0
  - Douglas C. Perry: 0.0
  - Gary C. Welsh: 0.0

#### Items per page: 10

Showing 1-10 of 15
Organizational Chart = Manage Key Positions Bench
Measures of Success

What means something to us - Proving our impact...

Qualitative
- Senior Managers now require a completed Employee Profile
- Information is used in decision-making
- Data is accurate and up-to-date
- People are being developed

Quantitative (as of 3rd Qtr 2007)
- High Potentials electing a Developmental Assignment - 54%
- Bench strength for all key positions - 75% and increasing
- Readiness - 50% and increasing
- Unplanned turnover - 0%
- Position filled internally from pool - 100%
Our Lessons Learned

What worked for us - Measured, planned, and long-term...

• Develop the process first, then find the application that supports the process
• Don’t try and implement everything at once... baby steps
• Have a multi-year plan
• Open up the system slowly and intentionally
• Quality data will support quality decisions
• Avoid the belief that the system can make decisions for you
Our Next Steps

Where we go from here—Getting better and bigger...

- Release more information directly to managers
- Fine tune definitions of performance and potential (reduce the pool)
- Use Employee Profiles more effectively for developmental assignments
  - Geographic mobility
  - Career interests
- Expand the concept of bench strength beyond the key positions
Now new options are available...
Introducing-
Talent Tracker

Best Practices Product + Process =
A Jump Start To YOUR Journey

1. Inventory Employee Info
2. Assess Potential Consistently
3. Calibrate Teams and Individuals
4. Find the Right Talent
5. To Plan for the Future

Gather
Assess
Calibrate
Recommend
Develop

Talent Tracking Process 1 2 3 4 5
Step 1: Inventory Employee Information

From What Sources?

- Existing systems (HRIS, Payroll, LMS etc)
- Employee Self Service
- Manager Self Service
- Performance Management Processes
- Other SuccessFactors Solutions
Step 2: Assess Potential Consistently

- Use your definition of potential
- Grant permission to determine potential to only those you choose
- Consistently apply across the organization
- Have the visibility needed for check and balances
- Ensure consistency and fairness
Step 3: Calibration Team Members

- Use suggested labels or configure one for your business
- Choose the pools of talent you want to view and select the level of detail you want to see
- Visually compare talent on performance and potential measures
- Easily access all employee information
- Adjust or calibrate placement as necessary
Step 4: Find the Right Talent

- Search the entire employee record for those with the best fit
- Filter your searches to the most appropriate populations and save for future use
- Compare the degree of fit by applying weights to the most important characteristics
- Find the RIGHT talent
Step 5: Plan For The Future

- Leverage your talent tracking capabilities and integrate with other processes you are managing
- Target development on identified gaps
- Prepare individuals and your entire company for the future
Get Started Quickly With Pre-Written Training

Quick Start Guides

Online Help Too...
- In Product Help
- Video Tutorials
- FAQ's

Are Ready To Go...

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Q&A - What’s on your mind?