



Talent Management Lifecycle Detailed Design Document

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Document Purpose

The purpose of this document is to provide a detailed outline for the training video titled *"The Talent Management Lifecycle."*

Sections includes:

- Video details and overview
- Outline and sequencing of content (storyboarding)

This document is distributed to project sponsors, stakeholders, and subject matter experts to validate the design of the learning solution prior to moving onto the development phase. It is a preliminary version of the script and content organization. Subsequent meetings with the SMEs and stakeholders may change this information.

Document Details:

Prepared for:	Hiring Managers
Business Unit/Department	Senior Leadership and HR department
Version:	1.0
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Video Details and Overview

Video Description:

This video provides an overview of the Talent Management Lifecycle, primarily through the eyes of Janet, a hiring manager, and Annie, starting as a new employee. HR and the Learning & Organizational Development groups provide support and resources through-out this process.

Video Objectives:

By the end of this video, hiring managers will be able to:

- Appreciate the importance of making the right decisions to hire, support, and develop employees.
- Identify the proper requirements for the role and expectations with insights from HR.
- Coordinate with the recruiter to post, select, and screen the most qualified and passionate candidates.
- Determine the best people for skill assessment and compatibility with the company culture through interviews.
- Utilize the onboarding Knowledge Check process.
- Support and develop employees throughout their career.
- Provide personalized methods of expressing appreciation and other retention efforts.
- Conduct a successful offboarding regardless of separation circumstances.
- Describe the Talent Management Lifecycle stages.

Target Audience:

Senior and mid-level managers

Competencies being addressed:


- Ensures accountability
- Communicates effectively
- Customer focus
- Decision quality
- Instills trust

Requested Video Length:

5 minutes

Describe any deliverables that will be developed to support this video:

- Reference sheets (Talent Management Lifecycle Checklist, Talent Management Lifecycle Overview, How to Engage and Appreciate Your Direct Reports, How to Conduct Great Interviews, Tips for Handling Difficult Conversations, Recommendations for Developing and Motivating Your People)

Lesson/Section Title	Length	Learning Objectives	Scene	Characters	Content Overview/Script	SME/Resource Content
Introduction	45 seconds	Appreciate the importance of making the right decisions to hire, support, and develop employees	Janet’s office	Narrator Janet, the hiring manager	<p>Narrator: “The most important decision you as a hiring manager can make is the people you bring in the door. Titans in the business world clearly identify the way that a company identifies, supports, and develops its employees is paramount.”</p> <p>[Quotes are displayed without audio:</p> <p>“The secret of my success is that we have gone to exceptional lengths to hire the best people in the world.” – Steve Jobs</p> <p>“If you pick the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it, you almost don’t have to manage them.” – Jack Welch</p> <p>“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not strategies.” – Lawrence Bossidy]</p> <p>Narrator: “The Talent Management lifecycle begins with recruiting and runs all the way through offboarding. [Visual of the stages of the typical employment process: recruiting, assessment, hiring, onboarding, training/development, performance management, engagement, succession planning, and offboarding.] Let’s watch as this process play out with a manager from the Learning & Organizational</p>	<p>Every organization struggles with the daunting task of attracting, developing and retaining top talent.</p> <p>Talent Management Life Cycle is a continuous process that deals with human capital in a comprehensive, holistic way, ensuring that both employee and employer gain the maximum benefit from their mutual association.</p> <p>Talent Management is a complete view of the entire HR life cycle, including recruiting, assessment, hiring, on-boarding, training/development, performance management, engagement, succession planning and off boarding. It is the role of HR and organizational leaders to foster an environment for excellence which is why engagement is a principal driver of the entire talent management life cycle along with a factor for strategic importance.</p> 

					Development team. [Cut to Janet smiling and waving to the camera.] This is Janet. She has an opening on her team, but this is the first time she’s needed to hire an employee since coming onboard herself 18 months ago.”	
Conversation with HR	45 seconds	Identify the proper requirements for the role and expectations with insights from HR	Conference room	Narrator Janet Karen, Janet’s HR rep	<p>Karen: “Hi, Janet. Since this is your first time hiring someone, I thought it would be a good idea to walk you through the process.”</p> <p>Janet: “I agree. I’ve obviously hired people before, but I want to ensure that I am going through the right protocols here.”</p> <p>Karen: “Great! Let’s start with …” [fade out audio]</p> <p>Narrator: “During the course of this conversation, Janet and Karen will discuss the expectations of hiring the right people, including addressing the role’s job description, salary range, benefits and compensation plans, competency-based model, and the 30-60-90 day onboarding experience. Karen tells Janet that she should check out UltriPro to see the competencies and definition log. Once she has a good handle on what is needed to be successful, Janet meets with the recruiter to continue with this process.”</p>	<p>Human resources family includes 3 key functional areas:</p> <ul style="list-style-type: none">• Employee relation (refers to an organization’s efforts to create and maintain a positive relationship with its employees which includes: preventing and resolving problems or disputes between employees and management and assisting in creating and enforcing policies that are fair and consistent for everyone in the workplace),• Organizational development (encompasses the actions involved with applying the study of behavioral science to organizational change ensuring continuous organizational improvement from all departments through planning, coaching, and consulting with teams and individuals who need assistance solving organizational challenges. Organizational development activities include: organizational diagnostics (to determine things like readiness for change or resistance to change, motivation, capability/competency training,

						<p>change management, process design and execution, skill rubrics and system-building or system-renewal activities among others),</p> <ul style="list-style-type: none">• Benefits and compensation (compensation and benefits are tangible typically referring to pay, retirement plans, health life insurance, life insurance, disability insurance, vacation, there are intangible rewards such as recognition, work-life balance and development. Combined, these are referred to as total rewards). Under benefits and compensation, we may also see HR or employee licenses or leaves like FMLA, military leave, bereavement, LOA and others.
Conversation with Recruiter	45 seconds	Coordinate with the recruiter to post, select, and screen the most qualified and passionate candidates	Conference room	Narrator Janet Rich, the corporate recruiter	<p>Janet: “Thanks for meeting with me, Rich. I talked with Karen earlier and should have all of the information you’ll need to get this job posted.”</p> <p>Rich: “That’s great. Let me get out my checklist and we’ll jump in.”</p> <p>Narrator: “During this meeting, Janet and Rich are going over the information to include for the job posting and where it will appear, such as internal and external sources (Indeed, LinkedIn, and other reputable services). By the end of the discussion, Janet and Rich have a good understanding of the next steps and expected competencies. They also discuss the questions to be asked during the phone screenings.</p>	<p>Talent Management begins with an <u>effective recruitment/attraction and selection</u> strategy but continues through the entire talent lifecycle.</p> <p>We recruit and hire through competencies. Competencies are the knowledge, skills and abilities necessary to be successful at a job and help HR and other Talent Management leaders identify model talent (that pairs well with the competency and service requirement) from talent that does not meet the required skills and knowledges.</p>

					<p>Rich will keep Janet up-to-date as applications come through and the results of the phone interviews.”</p>	<p>Our core competencies are (in no particular order of importance): Ensures accountability, communicates effectively, customer focus, decision quality and instills trust. If you’re interested in learning more about competencies and their definitions, contact your Organizational Development Representative.</p> <p>Part of the activities necessary to engage candidates include:</p> <ul style="list-style-type: none">• Creating a strategic talent plan with a thorough understanding of the positions including core, functional and technical competencies required for success at the role• Create compensation and benefits packages competitive enough to attract the top talent• Develop an interviewing protocol suitable for the positions looking to be filled• Place the job ads in the right channels where they can be picked up by the right talent (like indeed, LinkedIn)• Providing a realistic job preview as part of the recruitment campaign• Including internal candidates in your recruitment plans• Select candidates whose resumes look promising, conducting employment interviews.
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Interview Experiences	1 minute	Determine the best people for skill assessment and compatibility with the company culture	Conference room	Narrator Janet Rich Ralph, interviewee Todd, interviewee Annie, interviewee	<p>Narrator: “Soon after he posts the job opening, Rich tells Janet that he’s found and spoken with a few great people, and he wants to bring them into the office to interview with Janet next. She’s excited to move forward and schedules the interviews as soon as she can. Quickly, a candidate has risen to the top. Let’s listen into the parts of the interviews that helped Janet make her decisions.”</p> <p>*****</p> <p>Janet: “You have a lot of experience working with Adobe Captivate – 10 years! Describe what the software was like when you first started.”</p> <p>Ralph: “Oh. Um ... I may have exaggerated there. I might have meant months instead of years. Sorry.”</p> <p>[Rejection cues flash on screen with corresponding audio.]</p> <p>*****</p> <p>Todd: “My greatest accomplishment? When I was in the 5th grade, I made a model of a California mission. I’m really proud of it. Definitely the best thing I’ve ever done.”</p> <p>[Rejection cues flash on screen with corresponding audio.]</p> <p>*****</p> <p>Janet: “Tell me about the certification workshop you completed through ADT.”</p>	<p>Selection: the process of selection and shortlisting of the right candidates with the necessary qualifications, competencies and skill set to fill the vacancies in an organization. The selection process can vary from industry to industry, company to company and even amongst departments of the same company.</p> <p>Engage candidates by:</p> <ul style="list-style-type: none">• Preliminary interview• Screening of applicants<ul style="list-style-type: none">○ Assessing candidate “fit” or the compatibility of the candidate with the organization as a whole as well as with the target job• Interview<ul style="list-style-type: none">○ Final Selection○ Making the offer
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					<p>Annie: “I really liked it! I went to several helpful break-out sessions, and I even got to talk over a work sample with a panel of training industry SMEs. I got a lot of this program that I apply to my current course development strategies.”</p> <p>[Approval cues flash on screen with corresponding audio.]</p>	
Annie’s Onboarding	30 seconds	Detail the onboarding procedures and requirements	Janet’s office Annie’s desk	Narrator Janet Annie Unnamed co-worker	<p>Narrator: “Annie accepts the job offer, and she starts three weeks later. On her first day, Janet meets with her to review the expectations of the first 90 days and beyond. Janet explains that Annie will have several different ways to get up-to-speed about her new role, such as completing the new hire eLearning course, job shadowing with someone else from her team, honing her technical skills, and learning about the professional culture.</p> <p>They set up a weekly meeting to check in about Annie’s progress and discuss any questions or concerns she may have as she goes through the onboarding process. These meetings will be important to ensure that Annie is aligned regarding the company’s values, culture, and expectations.”</p>	<p>Onboarding: Onboarding is the process by which new employees are introduced to your organization. It is through this process that the employee becomes a member of the company’s workforce through learning her new job duties, establishing relationships with co-workers and supervisors and developing a niche.</p> <p>Engaging new employees by:</p> <ul style="list-style-type: none">• Providing a formal on-boarding process for new hires that includes all the necessary employee information like job description, service requirements, competency model that will help the new hire understand what is expected of them and be ready for performance.• We have an onboarding Knowledge Check Process as a comprehensive/formative assessment program for new hires to focus and learn critical to call categories and how to accelerate

						<p>the time for full productivity. During that time, the employee will be provided training and performance feedback to help develop the knowledge and skills needed to perform the duties of the position and the maturity level of all critical to call categories. This 90-day period is broken into three 30-day phases: Essentials Training, Nesting/Skill Enhancement and Leaving the Nest. There will be knowledge and skill assessments at the <u>end of each phase</u> to determine category readiness and continue to the next phase.</p> <p>The role of human resources management at this stage is to:</p> <ul style="list-style-type: none">• Convey organizational brand and values (for example, making sure we express what our values are and where to find them),• Explain your company culture (both people and professional), and;• Align institutional expectations and performance.
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Annie’s Development	45 seconds	Support and develop employees throughout their career	Janet’s office	Narrator Janet Annie	<p>Narrator: “Fast forward a few months. Annie now has a good understanding of what her role entails and has started on a new project. However, it requires a technical skill that Annie isn’t very comfortable with. Janet recognized this opportunity to provide support and development, so Annie is enrolled in a workshop to enhance her current skillset.</p> <p>Once that project has concluded, Janet connects with Annie to give some feedback. Janet will be looking at how Annie applies this constructive commentary to future projects.</p> <p>To help Annie develop her professional skills even more, Janet outlines an Individual Development Plan (IDP). She describes several goals for Annie to work towards, activities to help achieve success, and the expected results at the conclusion of the IDP.</p> <p>Annie is eager to get started and identified several additional items that she wants to add to the overall plan.”</p>	<p>Development of employees in an organization form its vital resource and must be valued, nurtured and retained. Individual contributors are one of the most valuable resources and truly the backbone of our organization. Without employees in an organization, even the most powerful machinery with the latest technology would not function. So how do we address this important talent management step?</p> <p>First: By ensuring that employees acquire the knowledge and skills they need to perform the duties of the position and the maturity level of all critical to business/service categories. Beyond the job description (which describes the general role and responsibilities of the position) the competency model (a template that collects all the skill expression, proficiency level for each skill, knowledge and observable action or output) us a perfect example of how we define the conditions for compliance in performance and determine where the employee requires support (by means of training or other developmental activities) and allows leadership to provide resources and opportunities to address those developmental goals. On a practical level, individuals responsible for <u>talent development</u> (Organizational Development Specialist) must use people-focused methodology with deep understanding of</p>
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						<p>service/business goals to enable enterprise-wide transformation through the application of behavioral sciences.</p> <p>Second: Providing feedback and recognition for employee accomplishments by providing recognition and appreciation for excellence on the job and providing training plans to support career goals like IDPs. IDP stands for Individual Development Plan, an ongoing, continuous improving process rather than a stationary single event. It describes competencies that the employee will apply and enhance and how this development will occur. The Individual Development Plan (IDP) is a personal action plan, jointly agreed by the employee and their supervisor, that helps define and document a path to achieving department/employee goals.</p> <ul style="list-style-type: none">• Identify goals and competencies to be developed during the specified period. The OD Specialist helps with:• Identifying developmental experiences that address the competencies• Defining measures of success and drafting an IDP with schedule developmental activities <p>Third: learning. The main purpose of learning and development is to improve the group and individual performance by increasing and honing skills and knowledge. Learning and development, often called</p>
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						training and development, forms part of our organization’s <u>talent management</u> strategy, and is designed to align group and individual goals and performance with the organization’s overall vision and goals. Procurement is an important part of the training and development process because Instructional Design Specialists must be cost-effective and ensure learning and development needs are wholly identified and a learning strategy is set in motion.
Retaining Annie	1 minute	Provide personalized methods of expressing appreciation and other retention efforts	Janet’s office	Narrator Janet Annie	<p>Narrator: “Additional training and feedback are not the only important parts of supporting Annie. Appreciation and merit-based rewards are needed to keep your employees happy and engaged. You need to provide an environment that well encourage them to stick around instead of seeking other opportunities outside of this organization..</p> <p>Departments will differ with the incentives allowed, such as flexible work schedules, gift cards, and additional paid time off. You can ask HR what motivational options are appropriate.</p> <p>Remember that some individuals like public displays of appreciation, and other people really, really don’t. You need to find ways to connect to your employees that won’t undo the good that you are trying to spread. Find out what motivates the individuals that you work with to enhance their work experiences. It’s too expensive and time-consuming to have a lot of turnover, so it’s important that you make efforts to</p>	<p>This stage of the HR lifecycle gives you the opportunity to re-energize your staff, thank them for their hard work, and recognize important milestones. HR departments can show employees appreciation by offering unique benefits such as flexible work schedules, gift cards, and extra paid time off. Employee retention refers to “an effort by a business to maintain a working environment which supports current staff in remaining with the company.” Great businesses find a way to identify and celebrate the employees who are going above and beyond, and then take deliberate measures to nurture and groom them to continue working for the company. We are making efforts to deliberately address this through new policies and processes that best describe the unique and collective needs/motivation of our staff.</p>

					retain the great people you have invited into the family.”	Given the substantial costs of hiring and training new staff, employee retention policies geared toward increasing job satisfaction and reducing employee attrition are a top priority for us, and great effort is being placed to define policies and procedures that reflect this.
Separating Annie	45 seconds	Conduct a successful offboarding regardless of separation circumstances	Janet’s office Conference room	Narrator Janet Annie Karen	<p>Narrator: “5 years after Annie come onboard, she tells Janet that she needs to leave. Her mom is sick, so Annie is moving back to Colorado to be close to her. Obviously, there are other reasons why an employee is separated, such as going back to school, receiving better benefits or a higher salary, retirement, layoffs, or a host of other possibilities.</p> <p>Regardless of the circumstances, there are important items to address during offboarding, like acting on any appropriate succession plans and conducting a comprehensive knowledge transfer process, including where to find documents, files, folders, stakeholder’s contact info, task management and priorities, step-by-step instructions, and other aspects of the role’s responsibilities.</p> <p>Other parts of a successful offboarding includes completing an exit interview and communicating all applicable information regarding termination – for example, health care and benefit details, equipment return, and other factors that HR can help you to identify.”</p>	<p>All cycles must come to an end – including HR life cycles. Sometimes it ends with retirement, leaving to return to school, leaving for more pay or better benefits, to tend to family responsibilities or involuntary downsizing for economic or strategic reasons. Offboarding is the reverse of onboarding, and it involves separating (voluntary or involuntary) an employee from the organization. This can include a process for sharing knowledge with other employees. Whatever the case, the role of HR in this process is to manage the transition by:</p> <ul style="list-style-type: none">ensuring that all policies and procedures are followed (For example, terminated employees must be made known of continued health coverage, which is outlined in benefits documentation)carrying out an exit interview to collect valuable information for retention, removing the employee from the system as smoothly as possible.

						<p>Knowledge transfer: When employees leave, they take their skills and institutional knowledge with them. If we don't record that knowledge somewhere, it could be lost forever, leaving the next hire in a somewhat challenging position</p> <p>As soon as an employee gives their notice (in a voluntary termination or separation), it's time to start the knowledge transfer process. Some questions we may want answers to include: how they breakdown their routine into step-by-step instructions, files and file location, regular contacts or stakeholders, systems to use, task management and priorities.</p>
Course Summary	45 seconds	Describe the Talent Management Lifecycle stages	Recycled video clips (no additional filming needed)		<p>Narrator: "As you can see, the Talent Management lifecycle involves coordination with multiple business units in order to be successful. Open and clear communication is necessary during all aspects of the process.</p> <p>Equally important is the relationship between the manager and the team member. Proper support, development, and retaining of people like Annie is critical.</p> <p>The next time you need to post a job opening, we encourage you to utilize all of your resources during each stage of the Talent Management lifecycle. HR and the Learning & Organizational Development groups are here to support you every step of the process. Good</p>	

				<p>luck with your future hires and their career paths! You have the power to change people’s lives!”</p> <p>[No audio as these suggested resources (some currently existing, some recommended for creation) are displayed:</p> <ul style="list-style-type: none">• Competencies and Definition Log• Talent Management Lifecycle Overview• Talent Management Lifecycle Checklist• How to Engage and Appreciate Your Direct Reports• How to Conduct Great Interviews• Tips for Handling Difficult Conversations• Recommendations for Developing and Motivating Your People]	
Total Time:	7 minutes				