

**VILLAGE OF SCHAUMBURG, ILLINOIS
2009 ICMA PROGRAM EXCELLENCE AWARD NOMINATION
STRATEGIC LEADERSHIP AND GOVERNANCE AWARDS CATEGORY
TALENT MANAGEMENT PROGRAM**

THE CHALLENGE OR NEED THAT PROMPTED THE GOVERNMENT TO DEVELOP THE PROGRAM

The most important assets of any organization are the people that work for it. You can have the greatest vision, a clear mission, exceptional values, a comprehensive business strategy, and goals, but if you don't have the right people with the right competencies in the right positions, you will fail. Although the village had various systems in place to address some of the various aspects of talent management, these processes operated independently of each other and were not integrated. Furthermore, nearly 60% of leaders in the village would be eligible for retirement in the next 5 years, with one large department facing a potential turnover of 82% of its leadership team. The leadership development that was occurring primarily focused on the top leadership level. The Chief Administrative Officer selected a team to create a Talent Management Program/TMP to improve the leadership potential of all village employees, while also developing a talent pool of high potential employees.

PROGRAM IMPLEMENTATION AND COSTS

The Talent Management Team identified five elements in the TMP and established specific tools, tasks, courses, and deadlines for each element:

Five Elements of Talent Management	
Attract	the right talent with the right competencies for the right job at the right time
Engage	talent you already have with innovation and challenges
Build	talent through assessment and development
Promote	talent by giving the best performers the biggest opportunities
Retain	talent by recognizing performance and contribution to the vision

Three key components were identified early on as being critical to the success of the TMP. First, the TMP needed a competency model to serve as its foundation and to provide a common

language linking each of the five elements together. The village selected the 67 research-based competencies developed by Lominger International. Lominger also has a variety of competency-based tools to help support the TMP. Second, the village needed a software system to help manage the vast amount of employee data. SuccessFactors Performance and Talent Management Software had modules to support each element of the TMP and was chosen for this aspect. Since SuccessFactors/SF has a strategic partnership with Lominger, the village was able to license the use of the competencies directly through SF. Third, the village needed to provide coursework through the Schaumburg Institute for Professional Development/SIPD to support each element, with a special “Leadership Track” for supervisors and managers.

One of the first tasks was to convene groups of top performers to create Success Profiles for each of the four main levels of employment in the Village: Individual Contributor, Professional, Supervisor/Manager, and Executive. The Success Profile for each level is comprised of the top 15 competencies that were identified by each group as distinguishing star performers from average or poor performers. Eventually, the village plans to do job-specific Success Profiles for every position in the village. These Success Profiles are used throughout the talent management process for such things as hiring, development, and succession planning.

Attract Talent. Knowing what competencies are needed for success at different job levels has significantly improved the village’s ability to select the best person for the job. Recruitment efforts can target populations that are likely to have people with the necessary competencies. Candidates are now interviewed to determine if they have the necessary competencies for positions using a structured, behavioral interview process from Lominger called “Interview Architect.” Each competency has ten potential questions in which candidates are asked to describe their experiences with that particular competency. Structured probing questions

determine how deeply they have learned the competency by asking what they did, why they chose to handle it the way they did, what the end result was, what they learned from it, and how they have applied those lessons in other situations.

Engage Talent. Employees are more engaged when they feel they are doing something meaningful. The annual performance appraisal process utilizes the SF Performance Manager/PM module to help employees understand what is expected of them and establish goals for the next year. The SF Career and Development Planner/CDP helps employees identify long-term career goals they are personally motivated to pursue. The Success Profiles are integrated into the CDP and allow the employee and supervisor to see which competencies are needed for success in their current positions, as well as for other positions for which they would like to be considered.

Build Talent. Good leaders know what their weaknesses are so that they can address them. The SF 360 Feedback is one of the tools the village uses to help employees identify strengths and weaknesses in order to create individual development plans in the CDP to address competency gaps. Employees interested in advancement can begin to develop the competencies they need for future positions a level ahead of time. Coaching is also available to high potential employees to help them achieve their development goals.

Promote Talent. Some employees have greater potential and need to be given the chance to prove that they can do more and move higher in the organization. This process involves anticipating openings and identifying which employees have the greatest potential for future leadership roles. These employees need to be provided with challenging assignments which will help them stretch and develop the competencies they will need at the next level, while also providing an opportunity for managers to observe their readiness for promotion.

Retain Talent. Since the village doesn't own its most important asset, it needs to create an

environment where people want to stay. Some of the processes which help in this area include: New Employee Orientation, various awards to recognize excellence in the workplace, leadership training, and coaching. The village is currently moving to a pay for performance system to address monetary incentives for staying. The village also conducts exit interviews when people leave to determine if there are any systemic or personnel issues that need to be addressed.

The cost of the SF modules will vary based on the modules used and the number of employees using the modules. The first year is higher for each module due to a one-time configuration charge in addition to the annual subscription cost based on the number of users. Two additional SF modules the village plans to purchase at a future date are Succession Management and Compensation Planner. In order to utilize the Lominger Interview Architect Express Online (\$5,000 per year) program at least one person in the organization needs to complete Lominger’s two-day certification in Leadership Architect 101 (\$1,795) and two-day certification in Interview Architect (\$1,795). This person can then train the rest of the employees.

SuccessFactors Modules Utilized	Configuration	Annual Cost per User
Performance Manager	\$12,000	\$21.00
Goal Manager	\$12,600	\$27.56
Career & Development Planner	\$15,000	\$40.00
360 Feedback	\$10,000	\$26.25
Lominger Competencies License	\$2,000	\$6.56
Employee Profile	\$5,000	\$24.75

TANGIBLE RESULTS OR MEASURABLE OUTCOMES OF THE PROGRAM

Employees now have greater opportunities to pursue meaningful career goals and achieve their best individual potential, while at the same time providing better service to village residents. Knowing what competencies distinguish star performers at each level allows employees to focus development on competencies which are going to make the biggest difference in their performance and provide them the most opportunities. Aligning village goals

with employees' professional goals also leads to greater engagement and satisfaction. Knowing which competencies are highly correlated with success at the next level allows employees to start to develop those competencies a level ahead of time, reducing the learning curve when employees are promoted.

Significant changes in the performance appraisal process have also benefited both supervisors and employees. Employees are now able to rate their own performance utilizing the Lominger Performance Dimensions within the PM software. Differences between employee and supervisor ratings provide an opportunity to discuss expectations and to clarify goals for the next year. The Performance Dimensions utilize a Behaviorally Anchored Rating Scale/BARS, which identifies specific behaviors for each rating score. This has led to more accurate performance evaluations and improved rater consistency as both supervisors and employees need to support their ratings with concrete data from each employee's performance.

LESSONS LEARNED DURING PLANNING, IMPLEMENTATION, AND ANALYSIS OF THE PROGRAM

One of the most important steps is to get the competencies right when creating the Success Profiles. If you don't identify the competencies that truly set apart the star performers from the average or poor performers, people will be working on the wrong things or on things that are of less value to the organization.

Like many organizations the village has had to learn to do more with less. As a result people are very busy and some of the components of talent management can seem to be just one more task to be done. It is very important to clearly communicate the benefits of talent management to those in leadership roles, and to help them see how this can actually make their jobs easier and increase workplace morale. The Talent Management Team has continued to meet on a regular basis to review progress and redefine goals as budgets and other concerns arise.