It is not only essential to have the right product in the market at the right time, but you need to have the right people behind that product. However, in this ever changing market, it is necessary to create a vast talent pool with incredibly divergent skills and talents. Do not focus on which current team members can be groomed to become executives. Instead, focus on what executive goals need to be met and focus on the skills people will need to achieve them. Take the time to really look for the type of people you want within your company, not just their skill sets. You can always train someone to perform a specific task, but it is impossible to instill in someone the drive to succeed, the interest in learning new things, and commitment to the company. The right talent management program will be able to not only hire the best and brightest, but also keep them motivated, energized, and willing to move forward.
The vice presidents from Merck KGaA, Darmstadt, Germany, Myriant Corporation, and The Annie E. Casey Foundation discuss:

Using a Talent Management System to Give Your Company a Competitive Edge

Dr. Piotr Bednarczuk
Executive Vice President, Corporate HR and HR Delivery
Merck KGaA, Darmstadt, Germany

Regina DeTore Paglia
Senior Vice President, Human Resources, Myriant Corporation

Donna Stark
Vice President, Talent and Leadership Development
The Annie E. Casey Foundation

It is not only essential to have the right product in the market at the right time, but you need to have the right people behind that product. However, in this ever changing market, it is necessary to create a vast talent pool with incredibly divergent skills and talents. Do not focus on which current team members can be groomed to become executives. Instead, focus on what executive goals need to be met and focus on the skills people will need to achieve them. Take the time to really look for the type of people you want within your company, not just their skill sets. You can always train someone to perform a specific task, but it is impossible to instill in someone the drive to succeed, the interest in learning new things, and commitment to the company. The right talent management program will be able to not only hire the best and brightest, but also keep them motivated, energized, and willing to move forward.

Action Points

I. The Right Stuff
Finding the right people for the job is no longer as simple as placing an ad in the newspaper. Nowadays, you need complex algorithms and a long list of adjectives to even begin the search. Take the time to determine exactly who you want, what you want them to do both now and in the future, and how their specific skills can help your company succeed.

II. The Bottom Line
Company culture is essential to success. Developing future leaders, educating employees, and allowing the best and brightest to shine will increase company value in a way that mere products cannot.

III. Must-Have Character Traits
People who claim they are detail-oriented, driven, and good collaborators are a dime a dozen. Don’t look for specific skills, but rather overall character traits that are broader and show more diversity in thought and action.

IV. The Golden Rules For Measuring Success
Onboarding, long-term orientation, and performance evaluations are a great way to ascertain whether your employees have been successfully integrated into the company. Make sure the process is inclusive and informative so that you can understand what core competencies may still need to be acquired.

V. Essential Take-Aways
Once someone is hired, don’t neglect their overall growth. Use their skills, knowledge, and desire to succeed to your company’s benefit. Offer them as many opportunities to expand the breadth and depth of their knowledge as you can.

Contents

About the Authors .................................. p.2
Dr. Piotr Bednarczuk ............................... p.3
Regina DeTore Paglia ............................ p.7
Donna Stark ........................................ p.12
Ideas to Build Upon & Action Points ....p.16
### About the Authors

**Dr. Piotr Bednarczuk**  
Executive Vice President, Corporate HR and HR Delivery, Merck KGaA, Darmstadt, Germany

A graduate of the University of Cologne, Germany, with a Ph.D. in Marketing and Market Research, Organizational Structure and Development, Piotr Bednarczuk has amassed much global experience in project management and human resources and HR consulting. He began his career with Lufthansa and has worked for Hewitt Associates in the United States, Germany, and China.

Dr. Bednarczuk joined Merck KGaA, Darmstadt, Germany in 2011 as the Head of Corporate Human Resources. In January 2015 he also took over responsibility for HR Delivery. A U.S. citizen, he is married and has one daughter. In his spare time, his interests include tennis, skiing, fishing, and traveling.

**Regina DeTore Paglia**  
Senior Vice President, Human Resources, Myriant Corporation

Regina DeTore Paglia joined Myriant Corporation in September 2010 with more than 20 years extensive experience as an HR executive creating and integrating human capital practices and programs to provide business support for talent management. Her human capital experience has been gained in start-up, growth, and mature organizations, including biotech, pharmaceutical, managed care, biofuels, and specialty chemicals.

From 2008 through 2010, Ms. DeTore Paglia served as Vice President of Human Resources for Mascoma Corporation, a bio-based ethanol company. For the 10 years previous, Ms. DeTore Paglia held the position of Senior Vice President of Human Resources for Sepracor Pharmaceuticals, Inc. Ms. DeTore Paglia was responsible for development and execution of Human Resource strategies to sustain the scale-up of the company from 100 to over 3,000 employees, including two acquisitions. Prior to this, Ms. DeTore Paglia served as Human Resource Director, News Corporation Internet Ventures; Corporate Director of Human Resources for Tufts Health Plans, Inc.; and Human Resources Manager, Fidelity Investments.

Ms. DeTore Paglia holds a Bachelor of Science Degree in Business from Boston, MA-based Suffolk University and a Master of Arts Degree in Human Resource Management from Framingham State University in Framingham, Massachusetts.

**Donna Stark**  
Vice President, Talent and Leadership Development, The Annie E. Casey Foundation

Before joining the Foundation in 1994 and playing leadership roles in many of its key initiatives, Donna Stark was a Casey grantee managing a major systems change effort in Maryland. As director of the children and family services reform initiative of the Maryland Governor's Office for Children, Youth and Families, she led one of the nation’s earliest and most ambitious efforts to forge collaboration among state agencies to better serve children and strengthen families.

As Casey’s vice president for Talent and Leadership Development, Ms. Stark, who holds a Ph.D. in counseling and human development from Ohio State University, blends skills cultivated throughout her social services career with an understanding of the needs of Casey staff and partners. Ms. Stark has expanded the Foundation’s leadership portfolio from its signature Children and Family Fellowship, which helps senior and mid-career professionals hone their leadership skills, to an array of programs that help staff, grantees, and communities tackle some of the most challenging obstacles to success for vulnerable families.
Introduction to Talent Management

The topic I will discuss is how talent management can assist and provide a competitive advantage for the company. I would like to begin first with a little bit about what is going on in the business environment and why talent management is so important. If we think about it in the context of the volatility in the markets now, talent management requires that companies have the right portfolio of products, services, i.e., the right portfolio of assets to make sure that you can react to the speed of change in the markets. This is what is happening in companies and also in the talent management processes.

Talent management systems and the thinking around talent management itself have been one-dimensional in the past. If I have a position in the future, and this position is described now, and in 10 years this position will be ready, then I can develop people through talent management to get to that position. The problem with the volatility of markets at the moment is that this is not the case; the positions change, so I cannot really develop people in only one dimension. I need to have a portfolio of different capabilities to ensure that when I have placements and when I need to ask for this talent, I have the right combination of people to succeed for the strategy that the company has. This requires a much stronger talent management system within the company, first, because of the volatility of changes based on job positions, and also to be frank, the fluctuation of talent coming in and coming out of organizations.

Working in today’s climate requires quite a different set of talent management capabilities and therefore we strongly believe that one of the core — I would say not human resources (HR) processes, but core business processes — should be the talent management process. To achieve the outcome we want in the upcoming years, the importance of talent management will grow beyond what it already has. In addition, there are some key success factors companies can consider.

What we as a company focused on was to make sure that the talent management processes really align with what the company actually needs. The major discussion is that talent management needs (or which talent management risks) are derived from strategic priorities for the companies, independent of the company strategy the companies will need to decide on the following three success factors. Talent management processes need to be integrated into one process which is followed during the entire year and is aligned with the needs of the business.

The Importance of Global Consistency within a Company

One factor is that we think to make a difference there needs to be global consistency within that process. I will give you an extreme example: if you are a multi-national company like we are, with around 40,000 employees and growing
substantially, if you do not have a consistent definition of what talent means, it becomes difficult to manage globally across business sectors or even within those sectors. You need this global consistency to ensure that you can actually manage this in a consistent and a coherent manner. Do you as a company have a clear definition of “talent” that is globally lived and executed? Very often this is not the case.

The Importance of Integrated Processes
The other point is that we think that the talent management process cannot be an isolated process. Let’s take an extreme example from a performance process. Managers do a performance review, that gets closed, and then HR sends out an e-mail months after the fact and is now conducting the talent management process, saying please give me a list of your talents and then we will discuss it. Basically you have independent processes that are not linked to each other.

We believe that in order to make a difference, the processes of performance talent, talent calibration, and succession management need to flow like one business process. You would basically have a budgeting process — during the year, you would spread out activities, but they reinforce and build upon each other. For example, if I have a discussion on performance and potential, this discussion is captured in one system and is transferred over to the next process, which could be a calibration or a talent discussion. Many companies that make a big impact and have a competitive advantage have more integrated processes than isolated systems. We are moving in that direction. We actually now have a globally consistent integrated system for the whole talent management process, and the integration into other processes like compensation, development, and recruiting is continuing.

The Importance of Talent Analytics
In many cases you will see companies, and you can divide them into different categories. Some companies have a more informal approach to talent management, and basically they just set certain milestones in the process where they have some formal assessment or formal governance. Other companies have a more data-driven approach where they derive data out of the process, and based on...
that data they provide transparency about what is going in the company and basically manage the process through transparency and data. We are a company that believes in this data-driven approach. When we make workforce decisions, they are based on data.

**Having a Portfolio of Capabilities**

What do we mean by having a portfolio of capabilities? What often happens when companies make talent decisions is that several of the appointments to certain positions are very often based on one-dimensional criteria such as expertise.

To make a decision on future placements, we added additional criteria to build a portfolio approach. One important criteria as an indicator for future leadership capability is learning agility. Learning agility describes how agile a person is to reflect on him or herself, reflect on the work environment, and how agile they are to develop. There are multiple dimensions, e.g. people agility. Can you work with people with diverse backgrounds? Are you comfortable working in such an environment?

Another dimension is change agility. Are you comfortable working in an environment that changes? So this learning agility is one of the key predictors for future potential, especially in the leadership area.

In addition to expertise and learning agility we provide assessments based on a company competency model. This model is directly derived from the business strategies and reflects on the behaviors leaders need to exhibit in order to achieve the business strategy.

The next element in the portfolio approach is what we call the experience profile, meaning in which areas people have gained experience, e.g. do I have experience working in different countries, do I have experience working with different teams, P&L experience, or do I have more project experience?

Overall in our company the adherence to company values is also a precondition for any placement decision.

The art of talent management is that even though you have the data-driven approach, you still need good judgment to make sure that you provide the right source of workforce decisions for the business.
How Company Culture Drives Strategy

The biggest factor that we see driving talent passion is the company culture. This cannot be created by processes or tools; it has to be more like the DNA of the company’s leaders. Through the transparency of the key performance indicators (KPIs) that you provide and through the discussions that you have, you need to build that DNA in the company. Where there is a passion to develop people, leaders are rewarded for that. It is not just like a hobby for somebody to develop; it should be embedded in the company culture and it should be the expectation of the company. Therefore, it takes time.

We had a strategic shift in 2011, and many processes were newly aligned to the new strategic priorities of the company. When you implement a new process, it will take two to three cycles to really have an impact on the company. You must be patient in order to see the first outcomes, because the whole system lives through the discussions within the company and through this culture of making sure that people are aware that this is important for the company, and being transparent about how important this is.

In a nutshell, we feel that talent management contributes to the competitive advantage of companies, especially companies that depend on the innovation of their workforce to sustain their advantage.

Developing People for Our Company

Developing people for your company is quite culture-specific as well. Basically what we follow, which is not a rigid policy, but more like a way of thought, is the so-called 70/20/10 rule. I think it is known that 70 percent of learning is done on the job. What we are trying to do is provide enough opportunities for people to learn through different assignments so that they can build their experience profile as I described before, or build their competencies. This is an important 70 percent. 20 percent is mostly related to something around coaching, mentoring, and providing sponsors or buddies so there is an exchange of continuous feedback for the talent. The lowest amount of the impact, which is 10 percent, is the formal training and the aspects of preparing for different assignments. This is the development approach that we take to build the cycle and to ensure that we have the right portfolio of people in the organization that can fulfill the strategic requirements of the company in the future. I think this portfolio approach is the key success factor for many companies as we move into the twenty-first century.

Company culture and strategy will determine the approach that is right for you. Within our company, we think we need a more globally consistent approach, an integrated process, and also a data-driven process to make a difference and to have a competitive advantage.
Human Resources: The Talent Proposition

Our biotechnology company’s human resources department utilizes what we call “The Talent Proposition” when recruiting and training new employees. Basically, “The Talent Proposition” can be reduced to a formula:

Corporate Capabilities + Corporate Culture = Market Value

• Corporate Capabilities = The what, which refers to what do we do well and what differentiates us from our competitors. Core knowledge is a hallmark of our product and services. The what is the “secret sauce” that fulfills our mission and results in a successful organization. The what is the results achieved in the form of our products and services. These are developed by leveraging the Corporate Capabilities.

• Corporate Culture = The how, which refers to our unique Talents, Values, Environment, and Knowledge which supports “what” we do i.e., produce our products and services. From an internal perspective that includes our Infrastructure, Systems, Culture, Processes, Leadership/Direction, Management, Office Space, Pay, Communication, and Rewards. The how is all the tangible and intangible components in the workplace which are distinctive to our organization. This includes the various motivational factors and physical environment which enable our Talent to create our products and services.

• Market Value = Refers to the revenue/profit and stock value produced from the sale of our products and services. Stakeholders must believe there is value in the product and services and are willing to compensate the company above the cost of the production of goods and services.

In a nutshell: Results Achieved Through People + Resources and Direction Aligned with the Mission = Purpose/Mission and Value to Stakeholders. This translates to the application of our Corporate Capabilities to achieve our mission to produce a product or service through the Talent of the Organization. Along with the Core Competencies, the Organization must have a framework which fosters those results i.e., The Corporate Culture. Components of the Corporate Culture include the organizational resources, environment, guiding principles, and philosophy among other factors in place to inspire our Talent to create value in the market for stakeholders through those goods and services.

Company Mission: Be the global leader in biotechnology with green market application to maximize shareholder values.

The deliverable of the company mission is the product or service developed to achieve the mission. In the case above the product would be bio-chemicals created by the engineering of organisms to represent environmentally sound chemicals used in consumer goods and

In order to successfully attract, retain, and engage these individuals your Company Culture must provide an environment which encourages them to stay, perform, and produce at their best level.
additive to or a replacement for petroleum based products.

To compete within the green market, you need specific talents and skills which create the saleable products which are designated in the Corporate Mission. The talent refers to the people hired with these specific skills, knowledge, and experience. In order to successfully attract, retain, and engage these individuals your Company Culture must provide an environment which encourages them to stay, perform, and produce at their best level. This includes the corporate structure, system, processes, values, resources, and all the elements which contribute to a Corporate Culture. When all these components are aligned the end result is the marketable product.

**The Importance of Talent Assessment and How the Process Works**

Once the organization’s business strategy is defined, it important to assess the organization’s human resources needs. Correlating this information is vital to meet the company’s needs, whether it is expansion, contraction, or maintaining the current status.

Other benefits include:

- Ability to retain “Star Performers”
- Increase bench strength with internal candidates
- Plan for expected leadership openings
- Determine need for external talent
- Mitigate risk of future skill and leadership gaps

In order to assess talent we:

- Prepare an Individual Skill Assessment using a Skill Assessment Worksheet
- Identify skills, competencies, strengths, and weaknesses
- Create a professional development plan
- Complete the Skill and Level Assessment for a group or department to summarize the skill development needs, promotions, and new job families for all in the group.
- Use a Performance Potential scale to assist in completing the form.
The Performance Potential scale has five levels: Star Performer, Strong Performer, Solid Performer, Questionable Performer, and Low Performer.

The Individual Skill Assessment Worksheet consists of 1) Skills of the individual, such as assumes accountability, adheres to corporate compliance, and demonstrates autonomy and initiative; 2) places for recording “Current Rating” and “Target Rating,” and 3) a place to add a “Development Plan to Build Skill and Competency.” For example, you may have a very talented Scientist who delivers novel and innovative scientific results, however the person does not present their findings well. A Development Plan could include the person completing a Presentations Skill Course and then delivering a presentation to the other members of the Team.

We then add data from the Individual Skill Assessment Worksheet to create a Team Skill and Level Assessment Worksheet which lays out for each team member their current key skills; the key skills they need to develop; a Skill Development Plan; whether they are promotable and when; and if the team member is a “flight risk” and on what scale — i.e., low, medium, or high.

We have determined that focusing solely on the Individual Talent Assessment does not provide a full view of the Company Core Competencies. A Team Assessment step was added to the Talent Assessment process to look at the culmination and deficiencies of specific skills needed within the organization. The Team view quickly identifies where the department as a whole possesses the core skills, where skills need to be developed, what the readiness is of the department members, who is promotable and when, and who is a retention risk. This snapshot provides a quick view of what action steps are necessary to maintain, improve, change, or hire necessary experience and skills.

### Professional Development and Promotion Guidelines

At Myriant, our Professional Development Plan consists of:

- **Timing** — Included with the Annual Performance Review Process.
- **Purpose** — Discuss the employee's professional development goals.
- **Objective** — Understand the gap between the employee’s desired role and the employee’s current skill sets and experience.
- **Action Plan** — Determine a plan to help the employee progress toward one professional development goal.
- **Key Outcome** — Establish one or more professional development goals for the next 12 months. An example may include: An employee in HR who needs to improve their ability to track compensation data and be able to create various scenarios with the information to analyze and make recommendations.

### Action Plan to Link Talent and Business Strategy

<table>
<thead>
<tr>
<th>1. Drive Results. Performance Management Programs used</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Setting Objectives</td>
</tr>
<tr>
<td>• Assessing Performance – Annual Mid-Year</td>
</tr>
<tr>
<td>• Performance Improvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Retain and Motivate. Career Development Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Development Planner – Mid Year</td>
</tr>
<tr>
<td>• Launch “Pathways” – Career Path Program</td>
</tr>
<tr>
<td>• Launch “Myriant University” online learning</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Identify Skills and Talent. Talent Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Potential/Performance Criteria</td>
</tr>
<tr>
<td>• Talent and skill assessment</td>
</tr>
<tr>
<td>• Identify HIPO’s with consistent criteria</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Identify Leadership Potential.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Executive Coaching</td>
</tr>
<tr>
<td>• Talent Acquisition</td>
</tr>
</tbody>
</table>
Myriant provides resources for professional development in several ways. First, there are a number of training and development resources, available internally and externally, that can help employees master specific skills, knowledge, behaviors, and attitudes. Training can range from formal or informal sessions to specific training related to the employee’s industry, position, or assignment.

A person’s development goal could include taking a series of Excel tutorials to master pivot tables and other complex calculations in order to facilitate the analysis.

The company’s role in professional development is as follows:

• Retaining key talent and keeping employees engaged, as they see a better professional future at Myriant.

• Creating a culture of employees who are energized, enthusiastic, and committed to achieving results.

• Preparing employees for new business priorities and increasing organizational capabilities.

A manager’s role in professional development is as follows:

• Improves employee performance

• Builds a reputation as a manager who develops and invests in their people

• Serves to increase skill sets and performance results within their department

Our company’s professional development plan results in several key employee benefits:

• A more satisfactory work life due to increased professional skills and competencies

• Creates a sense of responsibility for identifying and creating the future they want

• Establishes expectations of what employees can do within our company

We believe that it is important to partner with the employee for input in determining the most appropriate professional development resources. Some examples to consider:

• Academic courses

• One-on-one coaching

• On-the-job experience

• Mentoring

• Assessment tools — See Human Resources

• Certificate programs

• Lectures and Workshops

• Professional seminars

• Networking

• Computer-based instruction

• Role plays

• Steering/advisory committees

• Special projects/assignments

• Research/writing assignments

• Professional organizations

• Case studies

Promotion Guidelines

A promotion may be considered when an employee has taken on more responsibility and has advanced to a new role with a wider scope of accountability, decision-making, organizational impact, and deliverables. Additionally, the business need must exist to support the promotion. The president will approve all promotions.

In order to be considered for a promotion, an employee must meet all of the following criteria:

• Be in their current position for at least one year (not including temp or contract employment)

• Have a demonstrated record of good performance

• Demonstrate the required skills for the new level

• Not be subject to any disciplinary or corrective action process

Myriant provides resources for professional development in several ways. First, there are a number of training and development resources, available internally and externally, that can help employees master specific skills, knowledge, behaviors, and attitudes. Training can range from formal or informal sessions to specific training related to the employee’s industry, position, or assignment.

A person’s development goal could include taking a series of Excel tutorials to master pivot tables and other complex calculations in order to facilitate the analysis.

The company’s role in professional development is as follows:

• Retaining key talent and keeping employees engaged, as they see a better professional future at Myriant.

• Creating a culture of employees who are energized, enthusiastic, and committed to achieving results.

• Preparing employees for new business priorities and increasing organizational capabilities.

A manager’s role in professional development is as follows:

• Improves employee performance

• Builds a reputation as a manager who develops and invests in their people

• Serves to increase skill sets and performance results within their department

Our company’s professional development plan results in several key employee benefits:

• A more satisfactory work life due to increased professional skills and competencies

• Creates a sense of responsibility for identifying and creating the future they want

• Establishes expectations of what employees can do within our company

We believe that it is important to partner with the employee for input in determining the most appropriate professional development resources. Some examples to consider:

• Academic courses

• One-on-one coaching

• On-the-job experience

• Mentoring

• Assessment tools — See Human Resources

• Certificate programs

• Lectures and Workshops

• Professional seminars

• Networking

• Computer-based instruction

• Role plays

• Steering/advisory committees

• Special projects/assignments

• Research/writing assignments

• Professional organizations

• Case studies

Promotion Guidelines

A promotion may be considered when an employee has taken on more responsibility and has advanced to a new role with a wider scope of accountability, decision-making, organizational impact, and deliverables. Additionally, the business need must exist to support the promotion. The president will approve all promotions.

In order to be considered for a promotion, an employee must meet all of the following criteria:

• Be in their current position for at least one year (not including temp or contract employment)

• Have a demonstrated record of good performance

• Demonstrate the required skills for the new level

• Not be subject to any disciplinary or corrective action process
Workforce Planning for Budget and ROI

The Executive Team meets on a regular basis to review Talent Assessments, highlighted strengths, and development areas within the organization. They:

- Identify potential internal candidates to fill the priority positions determined. Plan for any development and training strategies to prepare employees for new roles.

- Isolate talent gaps which cannot be filled internally. Make a determination on development, performance, or outplacement for those employees with skill gaps.

- Create a timetable for filling positions, which are expected to be created based on talent gaps, business growth, turnover, and retirement.

- Assess the availability of potential candidates in your area, economic environment, competition, or any other factors involved.

Conclusion

A Talent Strategy on a macro level will continue to change as the economic and labor markets evolve. These economic factors will continuously impact the type of talent pool that is available. On a more micro level, we need to stay apprised of our industry conditions to ensure our core capabilities as an organization continue to meet the needs of the market. We need to produce the products and services which the market values. Our current skill inventory could dramatically change based on these changes. This will influence the organizational structure, the skill needs, training, hiring, reward methods, and performance management within an organization.

Our Talent Assessment Program is a continuous work in progress. As we go through the implementation of the program, we look for ways to enhance and improve the process and its application. Future aspirations include automation, better integration with the performance management cycle, more avenues for professional development, focused hiring criteria, and improved linkage to the Career Path Program. Overall, Talent Management is an integral component of the business. Studies show that Organizations who implement these practices are more successful and profitable.
About Our Foundation

I want start off with the aspiration that the Annie E. Casey Foundation has, because that drives everything else that we do. That aspiration is that all U.S. children have bright futures. That is our North Star. All of our talent strategies are intentionally designed to move kids and their families toward that North Star. More specifically, we focus on results — paying attention to what we want to see happen, how we are going to get there, and ensuring that everybody on staff is clear about what they are accountable for.

Recruitment and What We Look for in Our Staff

We invest heavily in our staff to deliver on the results we want for our organization. For us, our profit is the number of children who are better off as a result of our staff and our investment strategies. Everybody here has to answer the question, how much did you do, how well did you do it, and which kids and families are better off as a result of what you have done? Of course all of that leads us to a set of skills and experiences we are looking for, both in staff that we are recruiting, as well as building the capacity of our staff.

On the recruitment side, we are looking to see if the person can bring forward passion for this mission, a relentless pursuit of results, and whether they are comfortable being accountable for making a difference for kids and for families. We also pay attention to what people bring in terms of content expertise. We do work in juvenile justice, child welfare, community change, family economic success, and leadership development, and it is quite important to us that people have experience in the field and bring that experience into the Foundation.

We are not a foundation that grows program officers. We are a foundation that brings people into the Foundation who have done the work in the field and their job is to figure out how to do it more broadly across the country. Their role also requires that they have incredible facility to use data to drive decisions. We are also out in the world, working side by side with our grantees, community partners, and the youth and families we serve. We are being influenced by what we learn in the field, and we want to influence other people. As a result, our staff members have to be good listeners, learners, and communicators. They also need to understand the work through the lens of equitable opportunities. We focus on how race and class affect U.S. children and the opportunities families need to be successful. Race in this country is of course an important issue in general, and understanding dynamics of race is critical to the advancement of our work. We develop and analyze data and use racial impact analyses in setting our strategies and understanding the impact. An example of that was the development of our Race for Results KIDS COUNT policy report and data index in 2014.

Achieving Scale in Our Work

When we talk about making a big difference across this country, we use the word “scale.” We know that we are relatively small compared to just about any city government, certainly state government, and the federal government...
— we only have a modest amount of resources. To achieve scale, to make the big difference we want to make, we need to work collaboratively. We work in high action and high alignment with partners, and we pay attention to how to influence others to engage with us on reaching large numbers of kids and families. Only through shared commitments to results will we be able to scale the strategies that will make a meaningful, sustained difference in the outcomes for children and their families.

How We Measure Success

Over the years, our needs have changed as we have gotten more sophisticated about what’s needed to impact the lives of kids in this country. We shifted some of what we do in terms of building specific competencies. The attention to race equity and equitable opportunities is more front and center now than it has ever been. Our attention to this is not simply a response to more recent police activity in Ferguson and in Baltimore. For the last 20 years, we have focused on race and its implications. For the last five years, we have been developing the tools and technologies that are going to help us and other people working in the field to understand not just the implications of race, but what they can do to make a difference, how they can actually use a race equity lens and analysis to understand how their decisions might be impacting people of different races. We published a Race Equity and Inclusion Action Guide to communicate these strategies.

How We Use Performance Targets

The other area where we have strengthened our own capacity is in data analysis and using data for decision making. Many people can look at a chart and understand what the chart is showing. For example, understanding that there is a huge gap in educational achievement between young black kids and young white kids is good, but what is the analysis? Why is that the case? What could be done to change the trajectory of kids who aren’t achieving? We have developed tools that help people look at the forces that are most likely to push the numbers in the right direction and to understand the forces pushing the numbers in the wrong direction. Our tools and methodologies offer processes to stay focused on how we do more to build on the things that are working and how we stop doing the things that are not working. We are relentless in tracking progress over time so we can continually do what is most effective and stop doing what is not effective.

One of the tools we use to do that is setting performance targets. We are holding ourselves accountable for making a difference. We articulate the difference we want to make in kids’ lives. We report on the difference. We understand whether we are performing as well as we wanted to do. If not, why? Are we doing better than expected? How can we do more of what’s working? These performance targets are a tool to give us information about whether we are making the kinds of changes we want to make.

The next area of increasing focus is the ability to move from talk to action. We found that we do quite a bit of our work collaboratively. For us, working collaboratively is more than sitting at the table and sharing information. It is the ability to work in service of a particular result and to move the conversation into an action plan that you are accountable for.

We package all of these competencies together into a body of work called results-based leadership, in which we train everybody on staff. It is also work that we do in the field. These are
the competencies that we expect every single person who works at the Foundation and who partners with us to be able to engage in as if it were second nature. All of this is simply driven by our quest for greater impact and for the opportunity to scale effective ideas and strategies. That is what drives us. That is the fuel here. Better impact. If you can move that needle toward that North Star, you are a high-performing person here at the Casey Foundation.

We are quite a competitive organization. The competition here is just beautiful to see. It is about who can have the most impact on the populations we care about, and who can get us closest to that North Star.

Donna Stark  
Vice President, Talent and Leadership Development  
The Annie E. Casey Foundation

How We Develop Our Talent

We have high goals and expectations for our staff. Not everybody comes in with all of the skills, capacities, and competencies to achieve powerful, sustained impact. Unlike most organizations, we are building talent for the Foundation and also for the field. Few institutions are in a position where they are hoping that some of the talent that we build will stay, and some will go off and do great things and will be better at doing those great things because of the competencies and capacities they built while they were at the Casey Foundation. It is a unique position to be in. When you examine our investments, you will see that we are investing in people, both for the Foundation and the field.

We use performance evaluations. For everybody, there is a set of core competencies that we are all expected to master. There are also different competencies for specific roles that people play. Of course, there are annual work goals for each person on staff. We also provide tuition reimbursement. We send people to conferences. Those are the types of investments that just about any organization that can afford it, will do.

Going Deeper with Organizational Development

But in addition to the standard methods to develop talent discussed above, we have something more that we offer our staff. We have created an organizational development department that works in close partnership with our human resources team for the sole purpose of developing our staff. In 2013, for example, we did some design work on what has led to a talent initiative. In 2014, we rolled out this talent initiative. The initiative has three parts to it. The first is succession planning for our senior leaders and managers' positions. The second is talent reviews of each staff member to understand our collective talent and to identify the gaps we need to fill as we recruit. The third part is career development. Each staff person has a career development plan that Casey supports. We ask people to look at their aspirations, both for roles here at the Foundation as well as for potential roles in the field. We use a fairly traditional model to guide our thinking and investments. 70 percent of our career development work focuses on on-the-job stretch assignments and interesting opportunities for people to grow. Another 20 percent is for coaching and mentoring, and 10 percent goes to workshops and courses. We are early in this work, and building our own muscle in career development. But, it is now embedded in all the processes of the Foundation.

In addition to this talent initiative, our organizational development department on average delivers 12 professional development sessions each year, aimed at increasing skill levels. The skills that we are developing are linked to our core competencies. They include results-based leadership, public speaking and communications to influence the field, race equity analysis, and emergent learning — looking back and looking forward to understand what we are learning. We have a comprehensive series on philanthropy, from Philanthropy 101, which is developing a good understanding of using philanthropy as a platform for reform, all the way through developing strategic partnerships with other philanthropic organizations and building coalitions that help us all get to scale. We also have an extensive new staff orientation that rolls out over the better part of a year.

Every year, we also have eight all-staff development sessions.
These sessions focus on knowledge-building. We have people present who are experts in a particular area. We have panels of young people telling us what their experiences are growing up in foster care or spending time in juvenile detention facilities, or we may have researchers telling us about the latest in the science of brain development and how it is affecting young people and young adults. We also require that every single team is trained on race equity, starting from building a common language all the way through using racial impact analysis tools to understand if the decisions they are making are adversely affecting a particular population.

**Concluding Thoughts on Staff Development**

In conclusion, when someone is on staff at the Casey Foundation, we try to build their capacity to do as much good as they can while they are here, while at the same time making sure that they are well prepared to lead in the field. When we are recruiting, we can say that if you come to the Casey Foundation, you have the opportunity to bring to bear your experience, your expertise, your passion, your understanding of race, and to use Casey as a platform to make a big difference for kids and families across this country.
Ideas to Build Upon & Action Points

I. The Right Stuff
What exactly is your company looking for in an employee? What does it need? How can it measure whether current employees are right for the company? There are so many different variables when it comes to talent management that every company should do the following:
• Define talent consistently — specify the skills, traits, and characteristics necessary to succeed in your company
• Build a portfolio of capabilities — this goes beyond specific traits toward learning agility, change agility, and scope of experience
• Determine your type of talent management — informal is a series of small milestone achievements capped off with a yearly assessment while a formal approach would be entirely data-driven
• Focus on results — Define the goal, be clear about what role each person will play, hold people accountable for their performance, and measure success
• Look to the future — eliminate succession planning as a tool to move people up the corporate ladder and instead focus on the skills the future executive team will need to succeed

II. The Bottom Line
Talent management processes need to be integrated into one process which is followed during the entire year and is aligned with the needs of the business. The only way this can happen is if it is an ingrained part of the company culture. Leaders must want to develop managers, and so forth down the line, and those who are able to do so should be rewarded.

Follows the 70/20/10 rule:
• 70 percent of career development work focuses on on-the-job stretch assignments and interesting opportunities for growth
• 20 percent is for coaching and mentoring
• 10 percent goes to workshops and courses

Understand the Capabilities + Culture = Market Value Formula
• Capabilities — what you sell, make, or market that sets the company apart from competitors
• Culture — the way in which your company differentiates itself in terms of talent, values, environment, and knowledge
• Market Value — the revenue/stock value produced from the sale of products and services

III. Must-Have Character Traits
To achieve scale, to make the big difference we want to make, we need to work collaboratively. Results-based leadership is way to engage in certain behaviors until they become second nature. Expect every single person to showcase these competencies.
• Shared commitment to results
• Passion for the mission
• Relentless pursuit of results
• Comfortable being held accountable
• Has content expertise
• Uses data to drive decisions
• Experience in the field
• Good listeners, learners, and communicators
• Drive to make a meaningful, sustained difference

IV. The Golden Rules For Measuring Success
Much like products and services, employees themselves can become stagnant if they are not constantly challenged and energized.
• Consistently track progress so that you can determine what is effective and what is not. Analysis is essential. Having the data is not half as important as understanding what it ultimately means.
• Set performance targets, and then measure the difference between what was accomplished and what was supposed to be accomplished. What caused the gap? How can it be shortened? Eliminated?
• Utilize performance evaluations. Create companywide core competencies as well as role-specific competencies.
• Establish promotion guidelines. Detail specific steps that must be undertaken before a promotion can occur.

V. Essential Take-Aways
In order to get the most out of your talent, you have to provide them with ways in which to grow. This may include:
• Tuition reimbursements
• Attendance at conferences
• Professional development sessions
• Succession planning for our senior leaders and managers’ positions
• Talent review
• Career development
• Mentoring
• Extensive new staff orientation — this can be a year-long process to really indoctrinate new hires into the culture and expectations of the company
• All-staff development sessions — which can include results-based leadership, public speaking, and communications to influence the field, race equity analysis, and emergent learning, philanthropy
10 Key Questions and Discussion Points

1. What are your criteria for determining which experience and skill sets can be developed versus which need to be acquired? How do these differ by department? By job level (e.g., individual contributor, manager, senior leader)? How have they changed in the past few years?

2. When assessing which employees to promote into positions of greater responsibility, what criteria do you use? What role does performance in their current positions play? Knowledge of the company’s business? Ability to grow with the company’s needs? Degree of technical expertise? Innovation? Leadership skills? People skills?

3. What are your best practices for using a talent management system (TMS) to track employee performance? Address company goals as they relate to talent development and acquisition? Develop employees? Create competitive compensation packages? How are they similar to the best practices of your industry? How are they different – and why?

4. How do you collaborate with IT in the development and maintenance of your TMS system? What is your process for selecting the right system – and vendor(s) to build and maintain the system? How do you determine what new features you will need?

5. What performance evaluation procedures do you follow? How does the TMS support this process? Who is generally responsible for performing the evaluations? For establishing performance goals? For establishing development plans? For promotion decisions?

6. What are your top three approaches for developing your current employees? How have these approaches changed in the last few years? How successful have they been? How does your TMS system help identify the most promising talent?

7. In the next 12 months, how do you expect to use your TMS to increase the efficiency and effectiveness of your HR practices? What do you expect to accomplish? How does this represent an expansion of its use? What challenges could you face? How will you address them?

8. How do you measure the ROI for leveraging a TMS to track talent and inform recruitment, hiring, development, and promotion decisions? What role does company growth in its industry play in your calculation? Efficiency of HR operations? Problem-solving capability?

9. How does your department benchmark its use of the TMS against those of other companies in the same industry? What is measured (e.g., efficiency, employee morale, retention, technology innovations)?

10. What are your best practices for developing and retaining talent at your international sites? How do you use your TMS in service of these goals? What challenges (e.g., language, cultural, and technological barriers) do you face? What have you accomplished in the past few years?

ExecBlueprints is a subscription-based offering from Skillsoft Ireland Limited. For more information on subscribing, please visit www.skillsoft.com.
ABOUT SUMTOTAL

SumTotal Systems, LLC, a Skillsoft Company, is the only dedicated HR software provider to deliver Talent Expansion™ solutions that help organizations discover, develop and expand the capabilities of their workforce. SumTotal goes beyond traditional talent management and HCM applications, offering intuitive, contextual and unified HR solutions that actually help improve employee performance in real time.

Today, more than 3,500 organizations, including many of Fortune’s “Best Places to Work,” rely on SumTotal’s award winning solutions to empower their employees.