Institute of Internal Auditors Calgary Chapter

Talent Management

May 2024

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Today's discussion topics

01 | What is Talent Management?

02 | Workforce and Talent Management Tools

03 | Trends Impacting the Workplace

04 | Controls and Criteria for Internal Audit

05 | Q&A

Introductions

Jaylene Cousins
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18 Years HR & Talent Management

- Chartered Professional in Human Resources (CPHR)
- Certified Talent Management Practitioner (CTMP)
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Melanie Fix
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20 Years HR & Organizational Design

- Leadership and Governance
- Organizational Design
- Performance Management and KPIs
- People and Culture Alignment
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Let's hear from you!

Polling Question

Polling Question #1

Please rate your CURRENT level of understanding of talent management:

Scale of 1 – 5:

1. No Knowledge

2. Minimal Knowledge

3. Basic Knowledge

4. Above Average Knowledge

5. Expert Knowledge

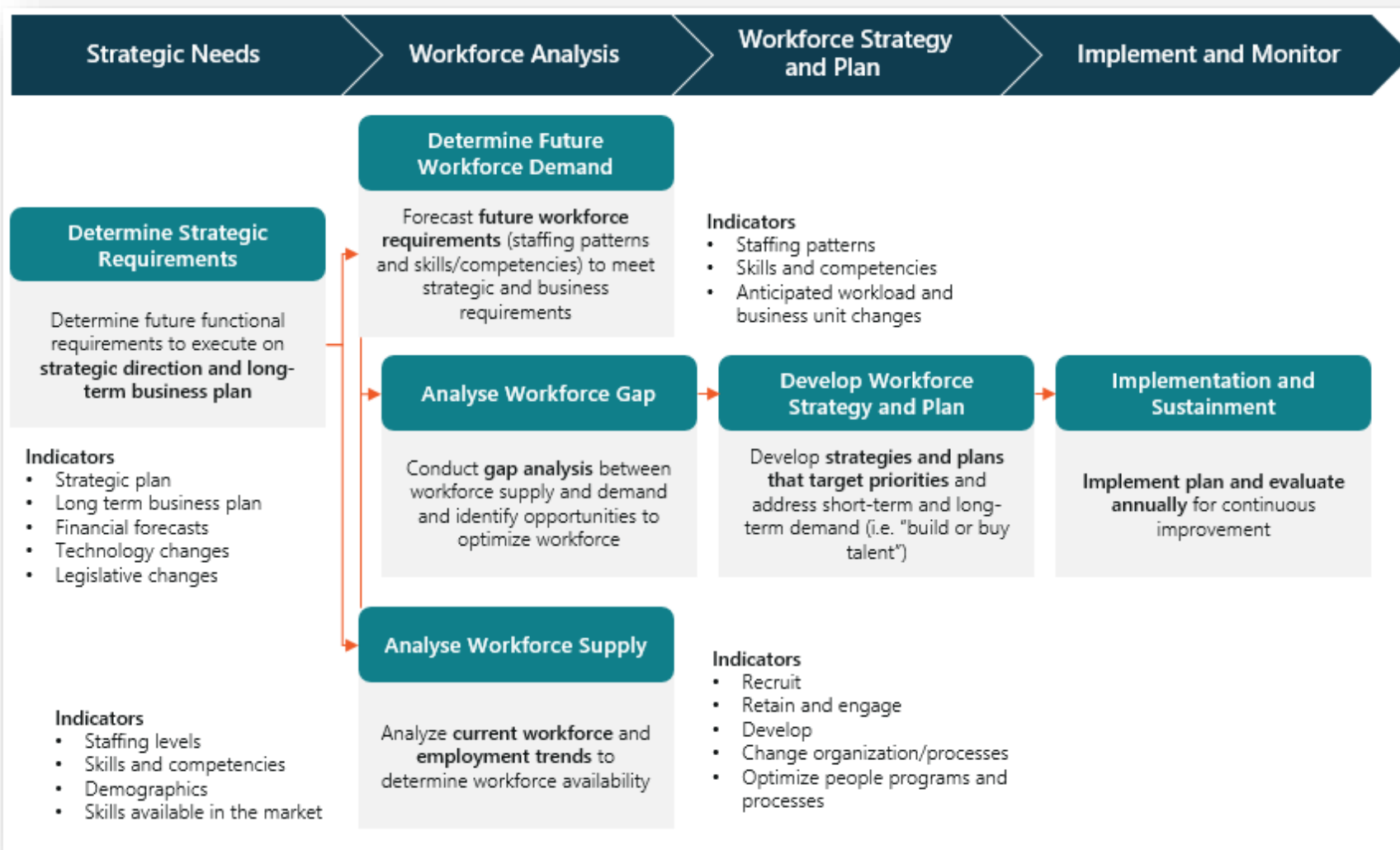# Workforce & Talent Management

What is Talent Management?

"Talent management" is the system of attraction, selection, and retention of employees, which involves a combination of HR processes across all areas of the employee life cycle.

Talent management is focused to improve business performance through practices that make employees more productive.

Workforce Planning
- Workforce planning and needs ID
- Capability and competency management
- Critical role identification
- Job allocation and capacity

Recruitment and Placement
- Sourcing/recruitment
- Candidate assessment
- Selection and Acquisition
- Onboarding

Strategy & Culture
- The way work gets done
- Vision, mission, and values
- Behaviors and mindsets

Learning and Development
- Leadership development
- Technical skill building
- Career pathing
- Coaching & mentoring

Performance Measurement
- Performance Evaluation
- Metrics and analytics
- Talent results and impact
- HR systems

Engagement, Rewards and Retention
- Employee engagement and wellness
- Diversity, Equity, and Inclusion
- Succession planning
- Rewards and recognition
- Compensation & Benefits

Let's Dig In with Examples: Workforce Planning
Workforce Planning

| Strategic Needs | Workforce Analysis | Workforce Strategy and Plan | Implement and Monitor |

Determine Strategic Requirements

Determine future functional requirements to execute on **strategic direction and long-term business plan**

Indicators
- Strategic plan
- Long term business plan
- Financial forecasts
- Technology changes
- Legislative changes

Determine Future Workforce Demand

Forecast **future workforce requirements** (staffing patterns and skills/competencies) to meet strategic and business requirements

Indicators
- Staffing patterns
- Skills and competencies
- Anticipated workload and business unit changes

Analyse Workforce Gap

Conduct **gap analysis** between workforce supply and demand and identify opportunities to optimize workforce

Develop Workforce Strategy and Plan

Develop **strategies and plans that target priorities** and address short-term and long-term demand (i.e. "build or buy talent")

Implementation and Sustainment

Implement plan and evaluate **annually** for continuous improvement

Analyse Workforce Supply

Analyze **current workforce** and **employment trends** to determine workforce availability

Indicators
- Staffing levels
- Skills and competencies
- Demographics
- Skills available in the market

Indicators
- Recruit
- Retain and engage
- Develop
- Change organization/processes
- Optimize people programs and processes

KEY DOCUMENTS
1. Strategic Plan and Business Plans
2. Financial / Legislative Data
3. Job Descriptions
4. Organizational Charts
5. Process Workflow Charts
6. Competency Frameworks
7. FTE Recruitment and Succession Forecasts
8. Evidence of Workload Analysis

Let's Dig In with Examples: Recruitment
Recruitment and Employment Branding

Awareness is the first step in building a strong recruitment funnel that finds qualified candidates

1. Awareness
Building the organizations brand awareness.

2. Attraction and Interest
Attracting candidates to the organizations current and potential opportunities. Providing information about those opportunities and the organization.

3. Applying
Candidate applies to a job posting.

4. Evaluating
The organization evaluates potential candidates through screening and shortlisting.

5. Interviewing
The organization conducts interviews to determine the ideal candidate.

6. Hiring
The organization extends formal job offer to ideal candidate and offer acceptance.

KEY DOCUMENTS
1. Job posting templates
2. Job advertisement strategy
3. Interview guides
4. Evaluation and screening tools
5. Offer letters
6. Acceptance and set up and new hire set up process

Let's Dig In with Examples: Succession Planning
Talent Development

Effective succession planning requires strategic, deliberate effort

Highly effective succession planning tactics

- Building **career & development plans** for individuals. Career aspirations are identified with tactical plans developed to reach them.

- Providing **high potential and interested employees** with **challenging assignments and action-oriented learning.**

- **Job rotation and job shadowing** exposes interested employees to the **reality of the role** and gives them **experience in the role**.

- **Mentoring programs** connect employees to managers with experience that are able to assist them in preparing for the role as well as support them once they attain a manager role.

- **External and internal structured training** targets leadership competencies, combining on-the-job learning with class-room / structured learning.

Provide Challenging Assignments & Action Learning

Build Career & Development Plans for All Staff

Offer Internal & External Structured Leadership Training to Target Top Leadership Upskilling Needs

Upskilling & Development of Succession Candidates

Make Coaching and Mentoring Regular Leadership Duties & Hold Leaders Accountable

Provide Rotations & Job Shadowing for Exposure to New/Different Roles

Provide All Interested Staff with Internal Mentors to Enhance Learning & Career Development

Make Use of Peer Coaching & Mentoring Groups

KEY DOCUMENTS
1. Critical Role Tracking
2. Talent Review Processes
3. Performance Management Forms (e.g. 360)
4. Learning and Development Plans
5. Coaching and Mentoring Processes

Let's Dig In with Examples: Employee Engagement

Talent Engagement

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Engaged employees speak positively about their organization, feel a sense of belonging within the organization and feel motivated to contribute their best efforts to help the organization achieve goals

Employee Engagement Drivers

- **Commitment** – Leaders of the organization are committed to making the organization a great place to work

- **Trust** - Employees trust leaders to make decisions that will lead the organization towards success and they have good relationships with their leaders

- **Success** – Employees believe that the organization will be successful in the future

- **Understanding** – Employees understand how their role fits into the success of the organization

- **Value** – Employees feel valued by leadership

- **Development** – Leaders invest in their employees to make them more successful

- **Autonomy** – Employees are able to make decisions in the work they do – they have authority to make decisions and the tools they need to be empowered in the work they do

The Role of HR

Design	Measure	Evaluate
Develop and implement proactive talent management policies and practices to attract and retain employees	Develop regular checks and balances (pulse checks, engagement surveys)	Create metrics and evaluate what is working and areas for improvement

KEY DOCUMENTS
1. Employee Engagement Survey Results

2. Engagement Improvement Action Plans

3. Engagement Reporting and Metrics

Polling Question #2

Please rate to **WHAT DEGREE** are you conducting Talent and Workforce Management Internal Audits in your scope of work today.
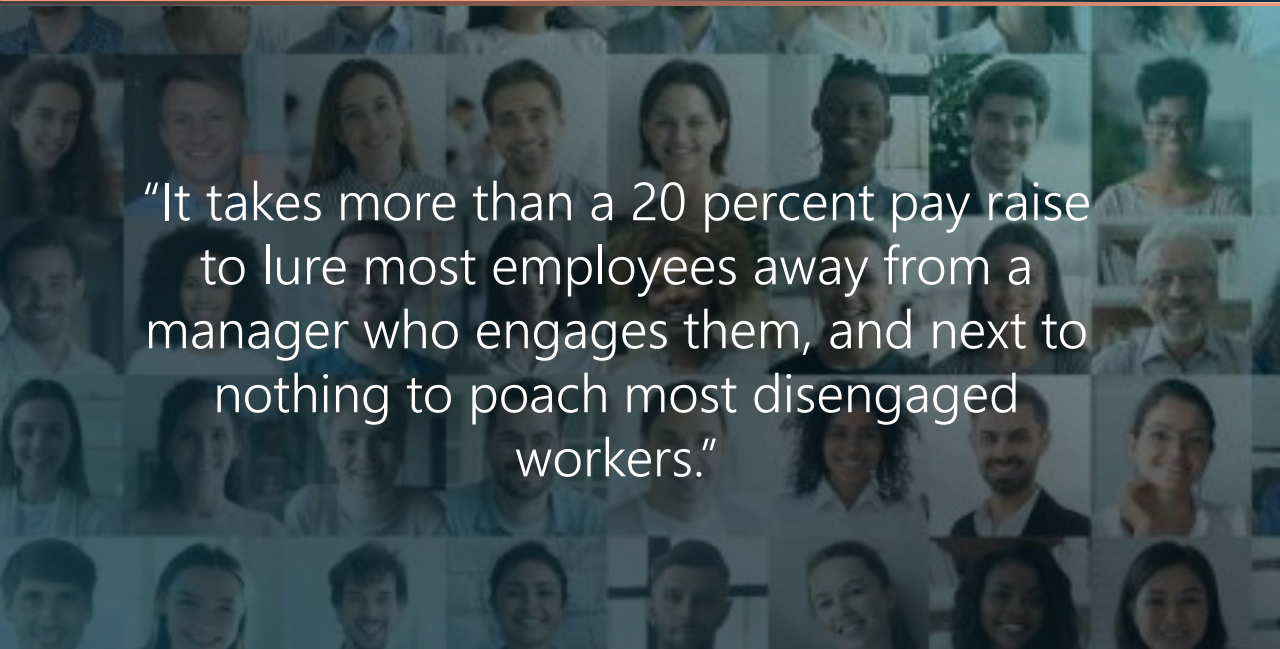
Scale of 1 – 5:

1. Not at all
2. Minimally
3. Periodically
4. Increasingly
5. Regularly

Trends in Talent Management

People Planning – World of Work Trends

Your talent is your greatest asset, in good economic circumstances and bad, and should be invested in accordingly

"It takes more than a 20 percent pay raise to lure most employees away from a manager who engages them, and next to nothing to poach most disengaged workers."

A focus on total wellbeing
Managing workforce ecosystems
Evolving the role of the HR Leaders
Artificial Intelligence
Redefining remote & hybrid work
Creating purpose-driven strategies
Inclusion across the employee lifecycle
Upskilling leaders & managers
The rise of algorithmic HR
Increased investments in deskless workers
Reshaping workplace learning

Trends & changing expectations

What is going on in the world of work

Business Disruption & Change

Businesses and organizations have had (and continue) to change the way they operate rapidly in response to post pandemic and world changes.

Technology & Digitization

Business models have changed to incorporate digital technologies into their business models to ensure team collaboration and realize new opportunities.

The Competition for Talent

There is increased competition amongst employers to secure top talent in this climate. It is currently an employees' market.

The World is Opening Up

After being locked down or having limitations on travel for the past few years, people want to again enjoy and the see the world like never before.

Diversity & Inclusion

There is an increased requirement for organizations to consider and act on Diversity, Equity and Inclusion in the workplace.

The Great Resignation

Elevated rate of employees have been voluntarily quitting their jobs. This has also been called the Great Re-evaluation as people are increasingly re-evaluating what is important to them.

Flexibility & Work Life Balance

Employee expectations for work has changed. There are increased expectations that organizations will offer greater flexibility (flexible hours, work from home/remote work, etc.) than before.

Mental Health & Burnout

Over the past two years, employees have been reporting increases in mental health issues and burnout. It is important for organizations to address these issues.

Retention, Engagement & Rewards

Leading Practices > Drivers of Employee Engagement

Excitement & positive relationships

Employees are engaged when they are excited by / enjoy the work & have positive relationships with leaders & colleagues

Respected & valued

Employees that are treated fairly and with respect & whose contributions are valued, have higher levels of engagement

Variety & autonomy

Employees who have variety and autonomy to decide how work is accomplished typically have higher levels of engagement in an organization

Impact

Employees are engaged when they see the importance and impact of their work

Values

Employees are engaged when their values are aligned with the organization and leaders
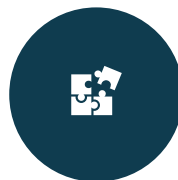
Purpose & direction

Engagement is driven through an understanding of purpose & where the company is going, & where they can see an opportunity to grow/develop

Feedback & recognition

Employee engagement is heightened when they receive & ask for feedback & recognition

Role clarity

Employees are engaged when their roles are clear and free of ambiguity

Measuring Workforce and Talent Management Effectiveness – Internal Audit Criteria

Talent Management – Internal Audit Assessment Criteria
Talent Management Scorecards

Audit Name	Employee Engagement and Wellness	Talent Pipeline & Recruiting	People and Culture
Risk Description	**RISKS** The risk of low levels of employee engagement and its impacts on overall employee morale, productivity, and wellness	**RISKS** The risk of inadequate recruitment strategies to effectively attract, select, develop and retain key resources	**RISKS** The risk of misalignment between the current culture and desired strategy, behaviors and mindsets
Possible Audit Scope	**SCOPE** • Employee engagement assessment practices, scores, and action plans • Review of employee wellness supports, offerings, and monitoring. • Processes in place to effectively report, and adjust wellness program contents and offerings	**SCOPE** • Average time to hire per classification • Source of hire • Cost per hire • Onboarding completion rate • Retention of new hires in first year • Internal mobility rate • New hire performance	**SCOPE** • Culture assessment processes and scores • Review of culture setting practices • Alignment with employee engagement and performance management • Culture measurement and reporting tools

Let's hear from you!

Polling Question

Polling Question #3

Based on the CONTENT discussed today, where do you think your next HR focused internal audit will be?

Select one:

1. Employee Engagement and Wellness

2. Talent Pipeline and Recruitment

3. People and Culture

4. Learning and Development

5. Succession Planning

Questions?

Thank you

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