



TENNESSEE GOVERNMENT FINANCE OFFICERS ASSOCIATION

Creating a Talent Development Culture in Government

October 11, 2018

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Opening Activity



Biggest Challenges in **Retaining
High Performing Employees**



Biggest Challenges in **Driving
Culture Change**

Biggest Challenges in Talent Development

Source: Global Trends in Talent Development, ATD, 2015

Asia-Pacific	Europe, Middle East, Africa	Latin America	North America
1. Building a culture that supports development initiatives	1. Building a culture that supports development initiatives	1. Building a culture that supports development initiatives	1. Building a culture that supports development initiatives
2. Building a leadership pipeline	2. Building a leadership pipeline	2. Knowledge transfer	3. Knowledge transfer
3. Knowledge transfer	3. Knowledge transfer	3. Closing skills gaps	3. Leveraging technology for learning

Talent Development Challenges in Government



Attract and Retain Talent



Accelerate Leadership Development



Keep Up with the Pace of Change



Minimize Knowledge Loss



Improve Performance of a Multi-Generational Workforce

The Evolution of the Employee

Past

Work 9-5

Work in an office

Use company equipment

Focused on inputs

Climb the organizational ladder

Pre-defined work

Hoards information

No voice

Relies on email

Focused on knowledge



Current/Future

Work anytime

Work anywhere

Use any device

Focused on outputs

Create your own ladder

Customized work

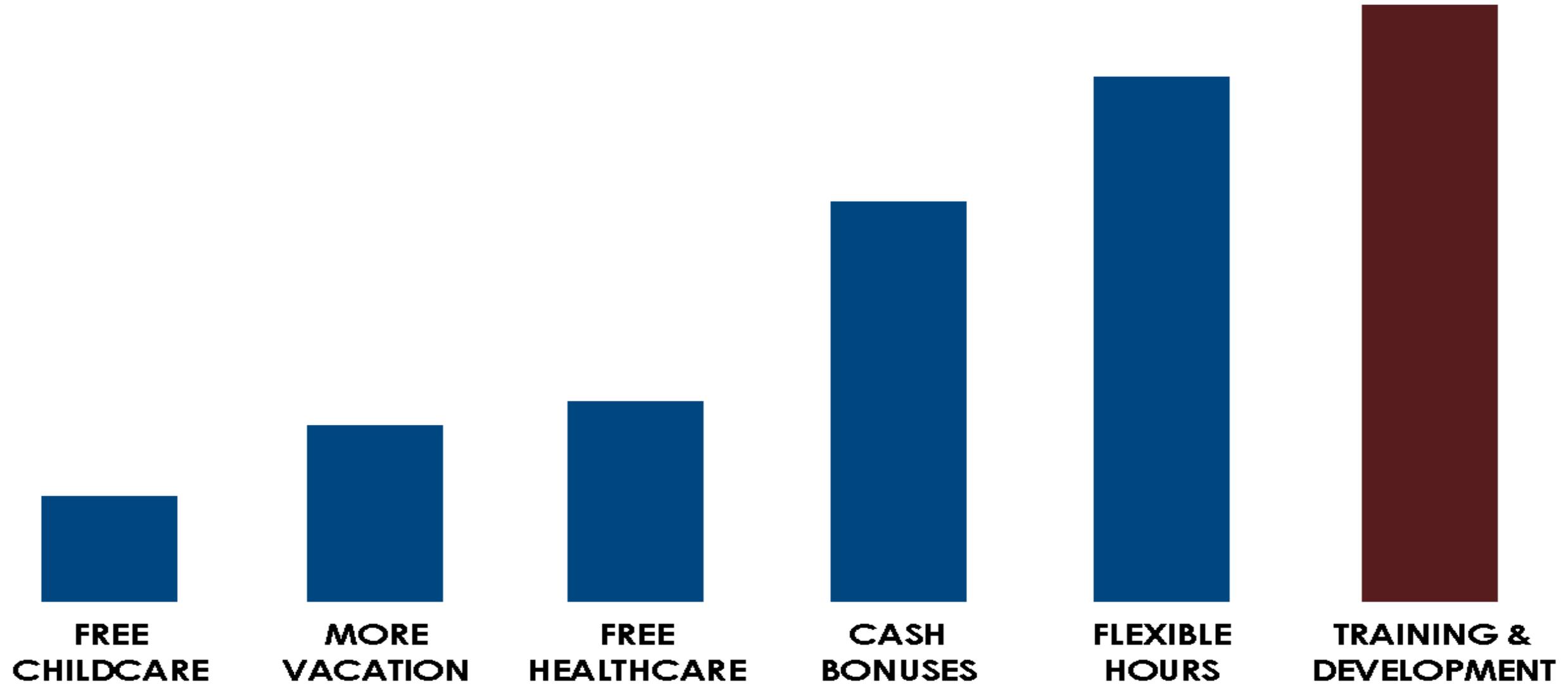
Shares information

Can become a leader

Relies on collaboration
technologies

Focused on adaptive learning

Demands of the New Workforce



SOURCE: <https://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf>

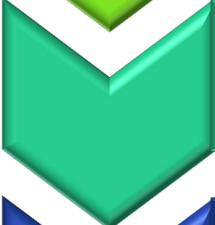
A Learning Organization...



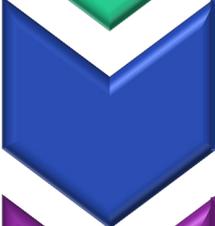
- **Creates customer responsive workforce**



- **Adapts to changing culture**



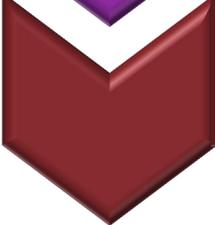
- **Attracts and retains a talented, engaged workforce**



- **Embraces diversity and innovation**



- **Promotes emphasis on learning and growth**



- **Builds a more accountable workforce**

The Scope of Change

Incremental Change

Improvement of existing process

Organization remains essentially the same

Predetermined direction

Can take place at any level; often at lower levels

Low levels of uncertainty

Transformational Change

Fundamental change to what currently exists

Less predictable for organization members

May impact structure, mission, or core values

Can significantly improve the capability of the organization

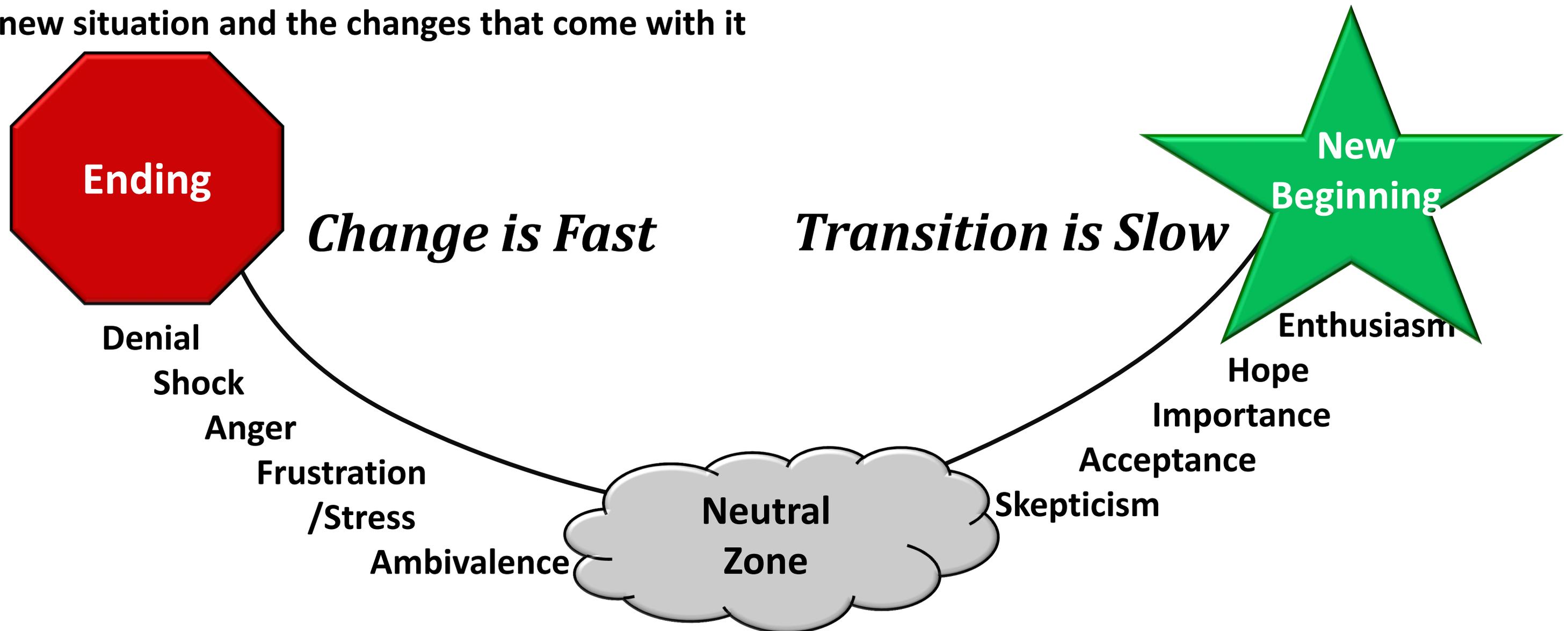
Reasons that Change Fails

- Miscommunication of organizational goals
- Change is not anchored in the organizational structure
- Failure to create partnerships
- Poor technical and non-technical planning
- Complacency
- Declaring victory too soon in the process
- Failure to create short-term goals
- Lack of training
- Resistance to change



Organizational Change

- Change is situational and happens without people transitioning
- Transition is psychological and is a 3 phase process where people gradually accept the details of the new situation and the changes that come with it



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Best Practices for Building Change Capabilities



**Start small,
cascade efforts**



**Provide ongoing
performance support**



Level expectations



**Anticipate and
manage risks**



**Pivot as
conditions demand**



**Measure and
monitor progress**

What We Did

Lead with Culture

BEST PRACTICES FROM
AWARD-WINNING LEARNING
LEADERS AT THE STATE
OF TENNESSEE

Current
State:
Transforming

- Integrated talent management system
- Aligned leadership competencies
- Established ten talent management practices
- Established retention practices

Tennessee's Talent Management Strategy

Systematic approach to performance excellence

Integrated talent strategies

Culture of continuous improvement

High engagement

Learning and development programs

Aligned with the agency mission, vision and core values

Talent Management Wheel & 10 Talent Management Practices



Consultation Talent Management Practices

1. Career Planning

The process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills of an employee to achieve short- or long-term career objectives

2. Competency Management

The process of identifying mission-critical competencies for individual roles and organizational-wide strategic goals

3. High Potential Employee Development

The process of identifying and preparing individuals who are capable of advancing to future key leadership positions

4. Learning and Development

The process of implementing an all-employee learning program based on organizational-wide mission critical competencies to create alignment and increase employee engagement

5. Performance Management

People managers achieve agency results by hiring, assessing, developing and retaining quality talent one employee at a time

Organizational Leadership and Navigation Talent Management Practices

6. Leadership Development

The strategic investment in employees through formal and informal development of leadership skills necessary to resolve a variety of situations and issues and lead others through daily work processes

7. Succession Planning

The process an organization uses to ensure that employees are developed to fill key roles

Business Acumen Talent Management Practices

8. Recruitment

The process of sourcing qualified applicants to meet the employment needs of the organization and identifying the best applicant to fill an existing vacancy

9. Professional Development

The advancement of skills or expertise necessary to succeed in a particular profession, especially through continued education

Relationship Management Talent Management Practice

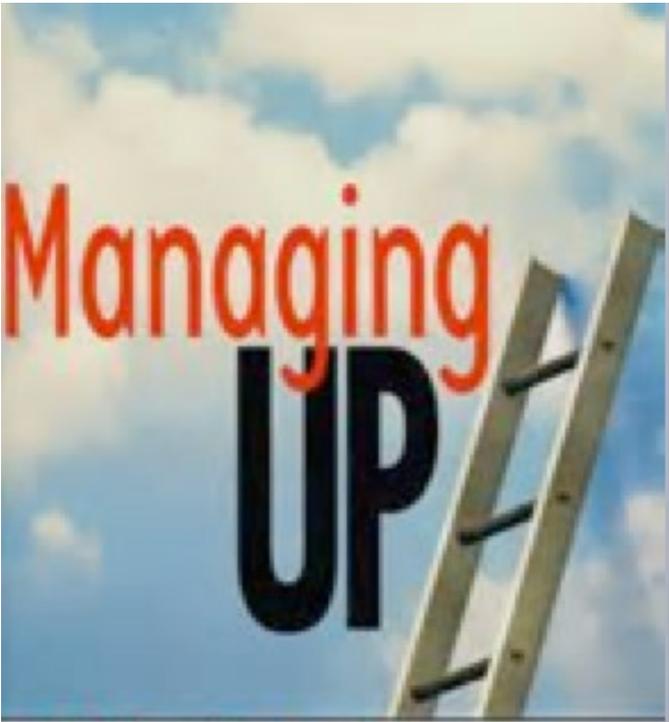
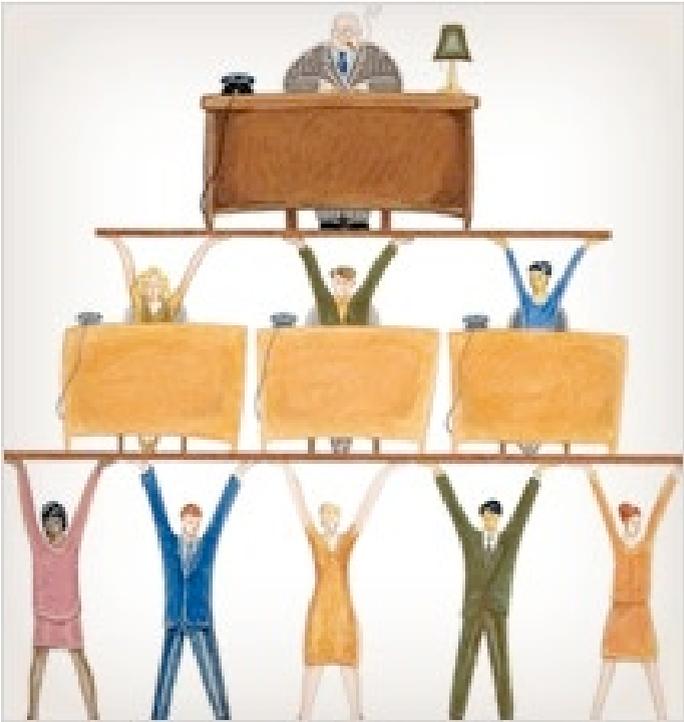
10. Retention

The ability of leadership to create a climate that will attract more high potentials, linked to high morale and organizational productivity, by understanding why high potentials leave or stay

What We Know

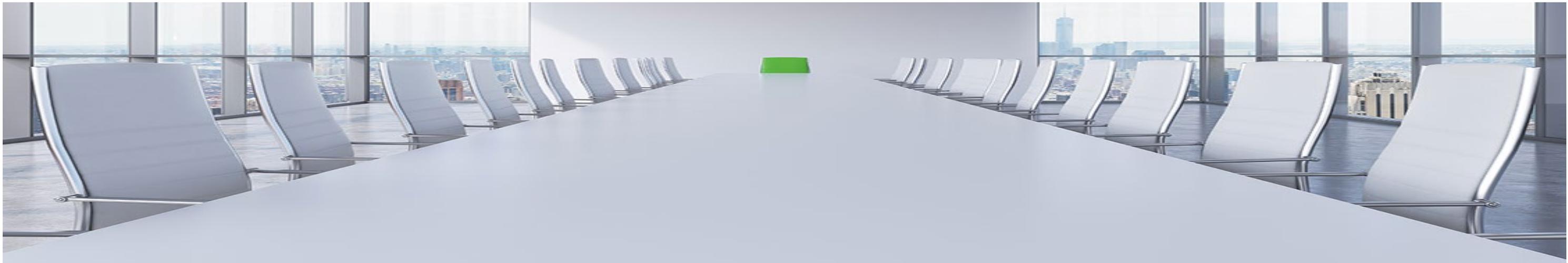
Develop,
Distribute Leadership

BEST PRACTICES
FROM HIGH
PERFORMING LEARNING
ORGANIZATIONS



On average, only **three in five** projects have **engaged** executive sponsors

2016 Pulse of the Profession® Project Management Institute



Examples of TN's Employee Development Programs

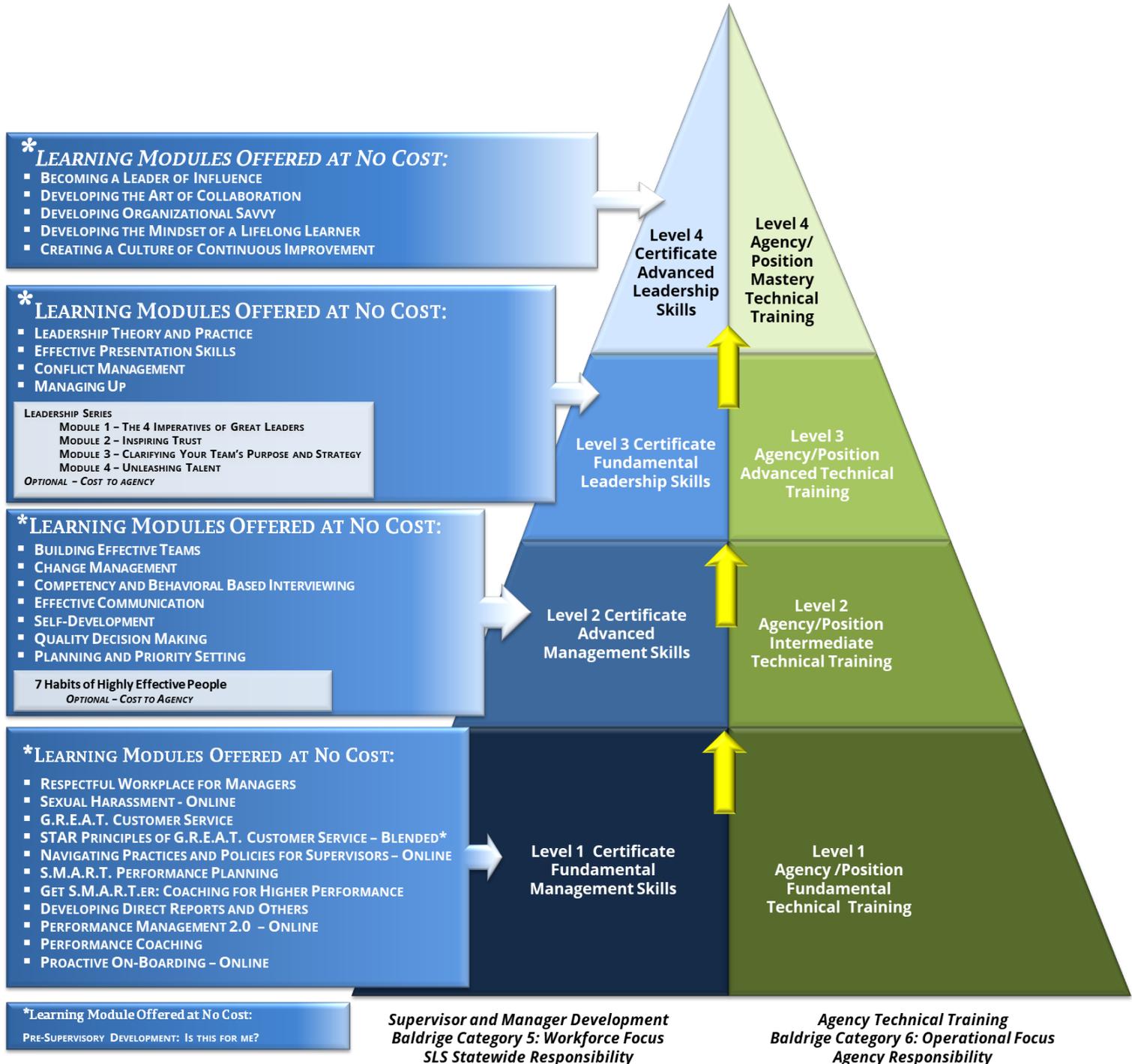


Leadership Academies

Accelerated Leadership Institute

HR MASTER SERIES:

UNLOCKING THE DOORS TO HR LEADERSHIP



*Blended learning workshop consist of an online prerequisite, followed by classroom.

Retaining Talent

How to motivate:

- ✓ Share the organization's values and ability to do good in the world
- ✓ Offer professional development
- ✓ Create opportunities for advancement

How to retain:

- ✓ Establish effective on-boarding (State on-boarding guide)
- ✓ Provide honest, frequent feedback (PM)
- ✓ Develop growth opportunities (challenging work)
- ✓ Enhance work-life balance (AWS, flexible work schedules)
- ✓ Empower the workforce (coaching, mentoring)

What We Did

TN

Foster Collaboration,
Connection

Leveraged a dynamic performance management platform...enabling
160,000 performance conversations annually

2012

- S.M.A.R.T. Performance Planning Launched

2013

- S.M.A.R.T. Writing Clinics
- Performance Coaching Workshop

2014

- Performance Management Online Webinar

2015

- Get S.M.A.R.T.er Coaching for Higher Performance
- S.M.A.R.T. Quality Reviews

2016

- S.M.A.R.T. Quality Reviews (reviewed work outcome statements only)
- Agency S.M.A.R.T. Clinics
- Quarterly Performance Management Coordinator Meetings

2017

- S.M.A.R.T. Quality Reviews to include Trend Analysis
- S.M.A.R.T. Clinics with Agency Leadership
- Monthly Performance Management Coordinator Meetings

2018

- Performance Management 2.0 Online Learning Modules for Supervisors and Employees
- Addition of Competencies

Climate and Engagement Surveys

Climate Survey

Provides a picture of the employee's perception of the work environment which includes workplace health and well-being, work-life balance, workplace safety, and workplace compliance and regulations.

Engagement Survey

Provides a snapshot of how well employees are connected to their work, the organization, the mission, and co-workers.

Themes From TN's Climate Surveys

94% feel aligned with their agency mission, vision and values

87% feel their supervisor is trustworthy

84% indicate state government appreciates diversity

90% indicate they understand S.M.A.R.T. Goals and how the goals impact their overall work environment

95% feel a sense of loyalty to their teams

83% feel that the training they receive helps prepare them for advancement

52% response rate based on 942 survey respondents from three agencies, compared to the industry benchmark of 25%-33%

Themes From TN's Engagement Surveys

84% indicate they would refer the State to a friend compared to 81% industry benchmark

57% indicate that a flexible work environment is a benefit compared to 49% industry benchmark

87% state their supervisors respect them and their work compared to 72% industry benchmark

55% response rate based on 3,572 survey respondents from five agencies compared to the industry benchmark of 25%-33%

DOHR Engagement Results

92%

overall response rate

99%

felt a high level of integrity with their work

95%

very satisfied with opportunities to develop both professionally and personally

95%

would recommend DOHR as an employer

OFI

provide more technical HR training

OFI

continue to focus on communication

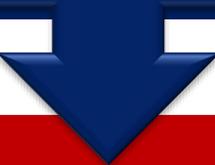
OFI

fully implement AWS

Stay Interviews

- What kinds of exposures and experiences have you enjoyed most/least; and what kinds of exposures and experiences would you like to have in the future?
- Which projects are examples of the kind of work you enjoy most?
- What is gratifying to you about working in this organization?
- What has contributed to your success in your role?
- What are the challenges you are encountering in your role, and what can your manager do to help you overcome them?
- How could your manager better challenge and leverage your knowledge, skills and network?
- What are some of the most important steps you have taken and goals you have achieved that I may not be aware of?

Retaining Talent Lessons Learned



START at the top with leadership to set tone and sponsorship

FOCUS on strategic leadership competencies for development (not topics)

DO NOT CUT learning and development from budgets

KNOW resisters and invite their participation

CHANGE the language, change the culture

CREATE customized learning and development for leaders and employees

CREATE enterprise-wide councils/task forces/committees to increase engagement in decision making

Leader Readiness Self Assessment

1= Strongly Disagree
5 = Strongly Agree

1= Not a Priority
5 = One of Our Highest Priorities



AS A LEADER, I ...	Agreement 1-5	Priority 1-5
1. Engage senior leaders in creating a continuous learning culture		
2. Grow and distribute leadership across all organizational levels		
3. Continuously evaluate readiness factors when developing talent		
4. Develop formal and informal systems to foster collaboration and information-sharing across boundaries		
5. Support innovative learning and performance solutions to keep up with changing needs		



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